

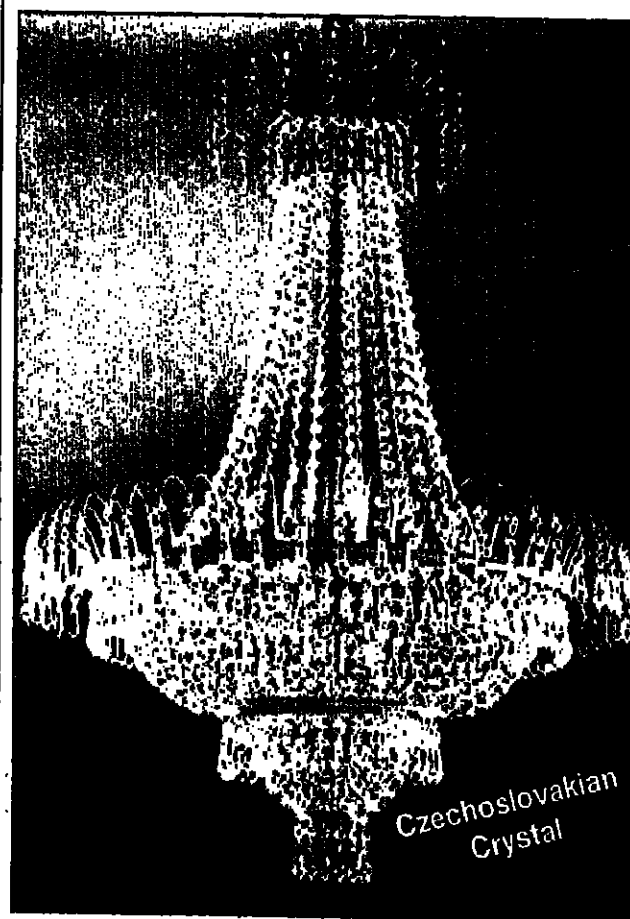
3 OUT OF 4 HOMES IN JERUSALEM ALREADY SEE THE LIGHT OF



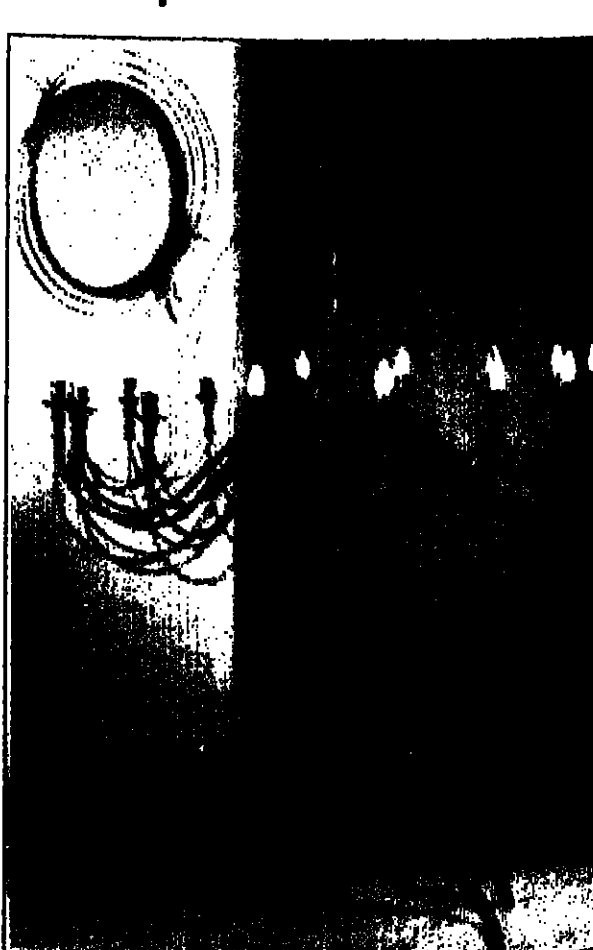
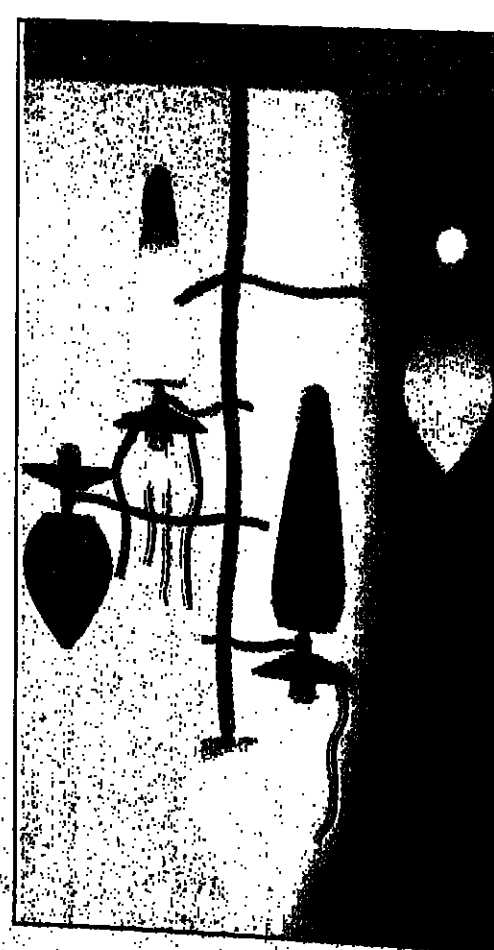
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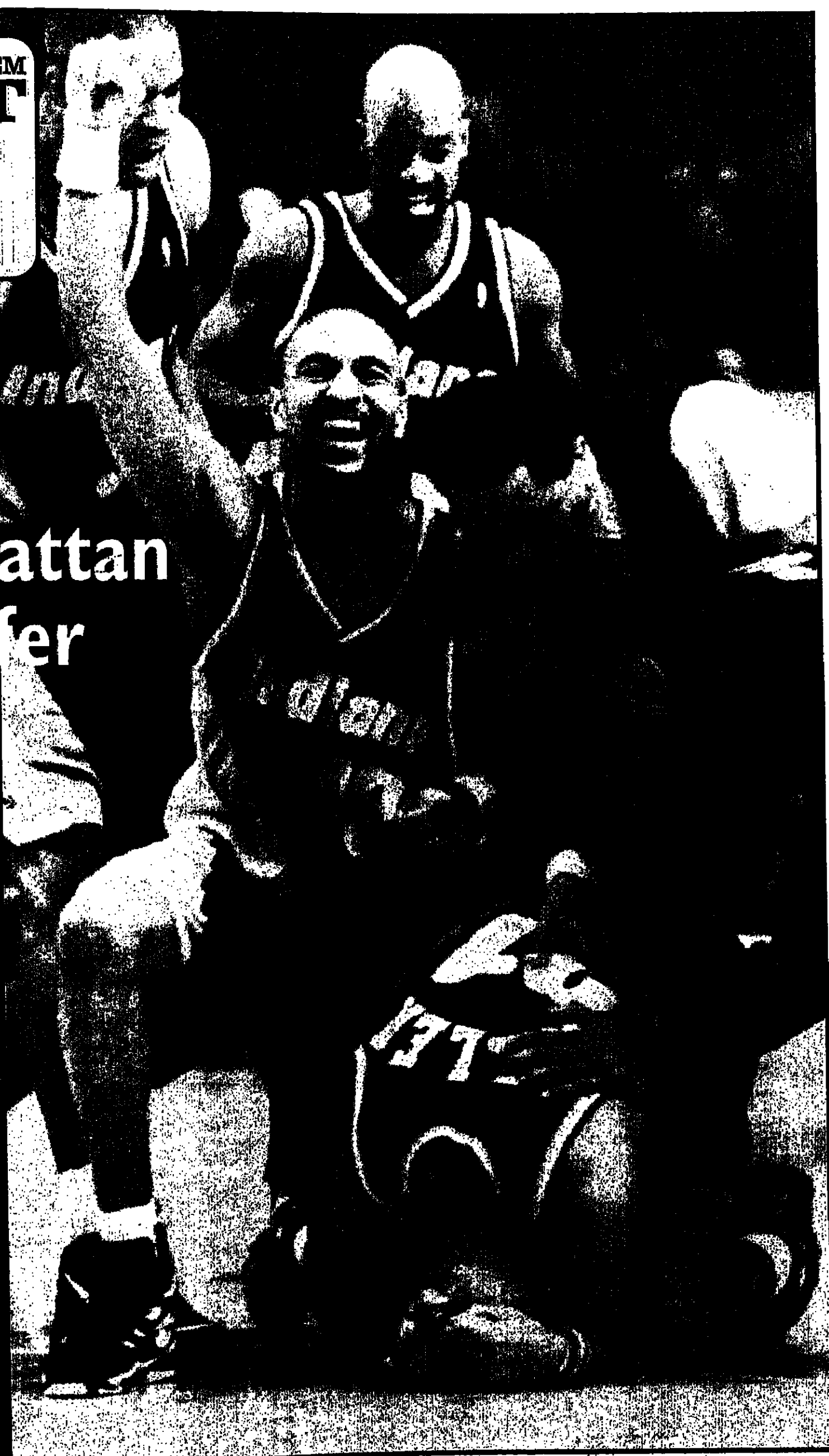
SPORTS

Manhattan Transfer

Pacers break
Knicks' jinx
to reach the
NBA Eastern
Conference
finals.

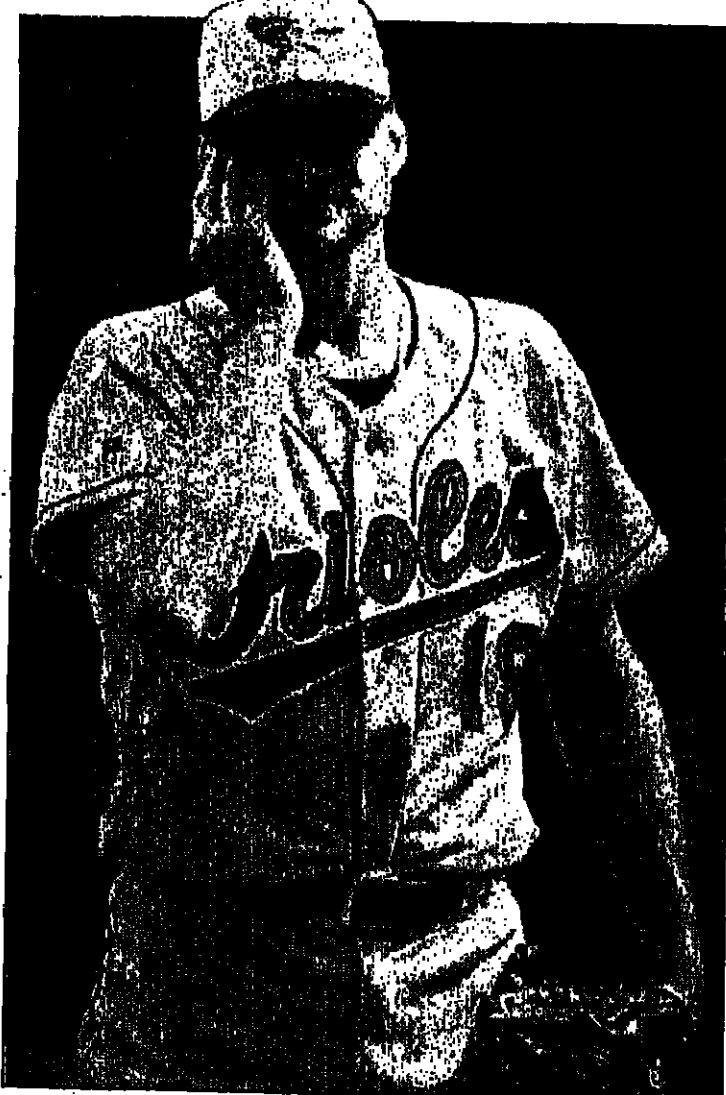
Page 6

Host
Springboks
take on
holders
Australia
in Rugby
World Cup
opener.



A Hitchcock Thriller

Yankees blank Orioles to notch their first complete game of the season



(Above) CLIPPED WINGS — Orioles pitcher Ben McDonald reacts after giving up a two-run homer to Randy Valarde. (Right) NO RELIEF — New York pitcher Sterling Hitchcock mows down the Birds, giving up just four hits. (Reuter)

AL ROUNDUP

STERLING HITCHCOCK pitched a four-hitter for the first shutout of his career as the New York Yankees beat the Baltimore Orioles 5-0 Sunday. Hitchcock (2-2) struck out a career-high eight and walked one in the host Yankees' first complete game of the season. Randy Valarde's first homer of the season sparked a three-run fifth against Ben McDonald (0-1). McDonald, winless in his first five starts, allowed five runs and 10 hits in 5½ innings.

Athletics 7, Royals 2 Mark McGwire extended his hitting streak to 18 games with a two-run homer, and Andy Tomberlin also homered as the visiting Athletics defeated the Kansas City Royals for a three-game sweep. Mike Aldrete and Scott Brosius each doubled twice and had three

hits. Oakland outscored the Royals 28-6 in the series, the Athletics' first three-game sweep in Kansas City since September 1987. McGwire, hitless in his first three at-bats, homered into the water fountain in left-center in the ninth inning on a 3-2 pitch from Rusty Meacham. Steve Ontiveros (4-1) gave up one run and five hits in 6½ innings. The A's, helped by a misplayed fly ball, took a 3-1 lead with two runs in the fifth off Mark Gubicza (1-4).

Angels 8, White Sox 6 Gary DiSarcina, Damian Easley and Jim Edmonds homered and visiting California downed Chicago for a three-game sweep. DiSarcina and Easley each had three hits, scored two runs and drove in two. The Angels completed their first three-game sweep in Chicago since 1987. Mike Bielecki (2-0) gave up one

run on five singles in 6½ innings. He struck out four and walked one in his longest outing of the season. Lee Smith got two outs for his 10th save in 10 tries. He gave up a two-run single to Robin Ventura. Jason Bere (0-3) gave up five runs on six hits and seven walks in 5½ innings.

Mariners 5, Twins 2 Unbeaten Randy Johnson struck out 10 without walking a batter. Johnson (4-0) gave up two runs on five hits in eight innings. He has a 1.21 ERA and leads the majors with 49 strikeouts. Bobby Ayala pitched the ninth for his fifth save. Kevin Tapani (2-2) was the loser. Host Minnesota's Marty Cordova had his string of consecutive games with a home run stopped at five, three short of the major league record. Cordova struck out twice and was hit by a pitch. Cordova's five-game streak tied

the major league rookie record, joining Detroit's Rudy York in 1936, Kansas City's George Alusik in 1962 and Chicago's Ron Kittle in 1983. The string also matched a team mark set by Harmon Killebrew in 1970.

Rangers 6, Brewers 0 Kenny Rogers extended his scoreless streak to 26 innings, a team record for left-handers. Rogers (4-2) pitched the first complete game of the season for the host Rangers. He gave up five hits, struck out five and walked three in winning his fourth straight decision. The shutout was Rogers' first since he pitched a perfect game at California last July 28. He surpassed the Rangers' record for consecutive scoreless innings of 17½ set by Rick Honeycutt in 1981. Rusty Greer went 3-for-3 and drove in two runs. Bob Scanlan (1-2) was the loser.

Indians 12, Red Sox 10

Carlos Baerga and Paul Sorrento each homered twice, and visiting Cleveland rallied against Boston's bullpen for the third consecutive game.

The Indians trailed 9-6 before tying it in the eighth on Sorrento's second home run of the game, then won it in the ninth when Baerga led off with a double and scored on Jim Thome's double.

The loss spoiled a nice debut for former replacement player Ron Mahay, who had two hits and made a great catch in the ninth in center field.

Paul Assenmacher (1-0) got two outs for the win. Jose Mesa pitched the ninth and earned his fifth save despite allowing Boston's 10th run.

Mo Vaughn hit his major league-leading 11th home run in the fourth, and Mike Greenwell and Tim Lincecum also homered for Boston. Naehring was 4-for-4 with two of Boston's eight doubles.

Red Sox starter Erik Hanson struck out seven in five innings and left with an 8-4 lead but he was victimized by Jeff Pierce (0-2) and the rest of the Boston bullpen.

Cardinals 9, Giants 7

Tripp Cromer hit his second homer in two days to spark a three-run fifth as visiting St. Louis defeated San Francisco.

Cromer, a rookie who had never homered before Saturday, broke a 3-3 tie by leading off the fifth with a homer down the leftfield line. Jose Oquendo hit an RBI double three batters later, and Todd Zeile added a run-scoring grounder.

Matt Williams, who began the day leading the National League in RBIs with 27 and was tied for fourth with a .364 average, had three doubles, a single and drove in two runs for the Giants. His raised his average to .387 by matching his career high with four hits.

Rich DeLucia (1-2), the second of six St. Louis pitchers, was the winner. Terry Mulholland (2-4) took the loss.

Cubs 2, Dodgers 1 (13)

Semmy Sosa hit a two-out homer in the 13th inning as visiting Chicago beat Los Angeles to sweep the three-game series and become the first major league franchise to reach 9,000 victories.

Sosa's eighth homer of the season and eighth hit of the three-game series came off rookie Felix Rodriguez (0-1).

Mike Walker (1-1) earned the victory with two innings of one-hit relief. Randy Myers got the last three outs, striking out the last two, for his eighth save. The Dodgers lost their sixth straight.

Braves 5, Marlins 1

John Smoltz and Mark Wohlers combined on a two-hitter and David Justice and Chipper Jones each drove in two runs as host Atlanta completed a three-game sweep of Florida.

It was the fourth victory in a row for the Braves, who have beaten the Marlins eight in a row. Florida lost for the 12th time in 14 games, including five straight.

Smoltz (3-2) lost his bid for a no-hitter with one out in the sixth inning when Quilvio Vera doubled to the alley in left-center. He walked two and fanned seven before being lifted for a pinch-hitter in the eighth.

The Braves jumped on an unusually wild John Burkett (3-3) for two runs in the first and chased him with two more runs in the fourth.

Phillies 5, Mets 3

Rookie Michael Mims pitched six strong innings and Charlie Hayes had two RBIs as host Philadelphia improved the best record in the majors to 17-6.

Mims (2-1), who lasted only 2½ innings and

walked five in his previous start, allowed six hits while striking out a career-high seven and walking none. Heathcliff Slocumb pitched the ninth for his 11th save.

Bobby Jones (3-2), who came into the game with a league-low 1.82 ERA, gave up four runs in the first inning.

Rockies 5, Reds 2

Vinny Castilla, Mike Kingery and John Vander Wal hit solo homers as Colorado beat Cincinnati for its second victory ever at Riverfront Stadium.

Castilla led off the seventh with his fifth homer to make it 3-1, and Kingery and Vander Wal each hit homers in the ninth off Pete Smith to help Colorado end its three-game losing streak.

Cincinnati, which had won three straight and 10 of 12, came up empty on a pair of big scoring threats against Juan Acevedo (2-2), who allowed five hits and one run over six innings. Reds starter Kevin Jarvis (1-2) had most of his trouble in the first inning, falling behind 2-0.

Astros 5, Expos 2

Craig Biggio continued his hot hitting with a two-run homer and Greg Swindell got his first career victory over visiting Montreal, leading Houston to a sweep of the three-game series.

Biggio has hit safely in 14 of his last 15 games with a .400 average over that span. He homered to left in the sixth, his third of the year, after John Cangelosi led off the inning with a single off Gil Heredia (1-3).

Swindell (3-1) got his third straight victory and improved his career record against Montreal to 1-4. He went 6½ innings, allowing four hits with four strikeouts and two walks.

Montreal lost its fourth straight game and was swept for the first time this season. (AP)

MAJOR LEAGUE STANDINGS

NATIONAL LEAGUE			AMERICAN LEAGUE		
East Division			East Division		
Philadelphia	17	4 .739	Boston	14	8 .636
Atlanta	14	10 .583	New York	12	9 .571
Montreal	12	12 .500	Detroit	10	13 .435
New York	10	14 .417	Toronto	10	13 .435
Florida	5	18 .217	Baltimore	9	13 .409
Central Division			Central Division		
Chicago	15	7 .682	Cleveland	15	6 .714
Houston	13	10 .565	Milwaukee	11	12 .478
Cincinnati	11	11 .500	Kansas City	9	13 .409
St. Louis	11	14 .440	Chicago	8	14 .364
Pittsburgh	9	14 .391	Minnesota	8	16 .333
West Division			West Division		
Colorado	14	10 .583	California	15	9 .625
San Francisco	13	12 .520	Seattle	12	10 .545
San Diego	11	13 .458	Oakland	13	11 .542
Los Angeles	10	14 .417	Texas	13	12 .520

SUNDAY'S NL RESULTS:

Atlanta 5, Florida 1
Philadelphia 5, New York 3
Colorado 5, Cincinnati 2
Houston 5, Montreal 7
St. Louis 9, San Francisco 7
Chicago 2, Los Angeles 1 (13)
Pittsburgh 6, San Diego 1

SUNDAY'S AL RESULTS:

Detroit 2, Toronto 1
New York 5, Baltimore 0
Seattle 5, Minnesota 2
Cleveland 12, Boston 10
California 8, Chicago 0
Oakland 7, Kansas City 2
Texas 6, Milwaukee 0

LEAGUE LEADERS

NATIONAL LEAGUE

BATTING — Larkin, Cincinnati, .410; MaWilliams, San Francisco, .387; Karros, Los Angeles, .385; Bonilla, New York, .362; Roberts, San Diego, .359; Olferran, Los Angeles, .357; Girard, Colorado, .356; Walker, Colorado, .356.
RUNS — O'Holins, Philadelphia, 24; Mondesi, Los Angeles, 23; Bonds, San Francisco, 21; Olferran, Los Angeles, 19; Biggio, Houston, 19; Bichette, Colorado, 19; MaWilliams, San Francisco, 19; Larkin, Cincinnati, 19; Tawyn, San Diego, 19.
RBIS — MaWilliams, San Francisco, 29; King, Pittsburgh, 25; Gant, Cincinnati, 25; Bichette, Colorado, 22; Mondesi, Los Angeles, 21; Karros, Los Angeles, 20; Sosa, Chicago, 20; GHill, San Francisco, 20.
HITS — Gilkey, St. Louis, 38; Karros, Los Angeles, 37; MaWilliams, San Francisco, 34; Larkin, Cincinnati, 34; Bonilla, New York, 34; Mondesi, Los Angeles, 33; Roberts, San Diego, 33.
DOUBLES — Lankford, St. Louis, 13; McEae, Chicago, 12; Biggio, Houston, 9; Grace, Chicago, 9; Karros, Los Angeles, 8; Adou, Montreal, 8; Bichette, Colorado, 8; MaWilliams, San Francisco, 8; GHill, San Francisco, 8; Bonilla, New York, 8.
TRIPLES — Larkin, Cincinnati, 3; 10 are tied with 2.
HOME RUNS — MaWilliams, San Francisco, 10; Mondesi, Los Angeles, 8; Sosa, Chicago, 8; Olferran, Atlanta, 6; Walker, Colorado, 6; Bichette, Colorado, 6; Gant, Cincinnati, 6; GHill, San Francisco, 6.
STOLEN BASES — DiSarcina, Cincinnati, 12; Vera, Florida, 11; Sheffield, Florida, 10; DeHields, Los Angeles, 9; Larkin, Cincinnati, 9; Houston, Houston, 9; Weiss, Colorado, 8; Roberts, San Diego, 8.
PITCHING (3 Decisions) — Haverro, Chicago, 4-0, 1.000, 2.12; Horman, San Diego, 3-0, 1.000, 4.76; McMichael, Atlanta, 3-0, 1.000, 4.91; Bullinger, Chicago, 3-0, 1.000, 1.95; Holmes, Colorado, 3-0, 1.000, 2.51; Schilling, Philadelphia, 3-0, 1.000, 2.41; Fassero, Montreal, 4-1, .800, 3.60.
STRIKEOUTS — Smoltz, Atlanta, 34; Momo, Los Angeles, 33; Schilling, Philadelphia, 33; Fassero, Montreal, 30; Bonds, San Diego, 30; PJMartinez, Montreal, 27; AlMartinez, Los Angeles, 27; GMadux, Atlanta, 27.
SAVES — Slocumb, Philadelphia, 11; Myers, Chicago, 8; Hanks, St. Louis, 8; Rojas, Montreal, 6; Bluffin, Colorado, 6; Beck, San Francisco, 5; Franco, New York, 5.

AMERICAN LEAGUE

BATTING — Baerga, Cleveland, .396; McLemore, Texas, .395; Ramirez, Cleveland, .390; CDavis, California, .386; Murray, Cleveland, .369; Naehring, Boston, .366; TMartinez, Seattle, .352.
RUNS — Berroa, Oakland, 25; McGwire, Oakland, 24; ByAnderson, Baltimore, 23; Palmer, Texas, 22; Phillips, California, 22; 6 are tied with 21.
RBIS — McGwire, Oakland, 29; M Vaughn, Boston, 27; Ramirez, Cleveland, 25; Sorrento, Cleveland, 24; CDavis, California, 23; Cordova, Minnesota, 22; Palmeiro, Baltimore, 21.
HITS — Baerga, Cleveland, 34; McLemore, Texas, 34; CDavis, California, 34; Ramirez, Cleveland, 32; Fry, Texas, 32; White, Toronto, 31; Nixon, Texas, 31; Murray, Cleveland, 31.
DOUBLES — DiSarcina, California, 10; Belle, Cleveland, 10; Steinbach, Oakland, 10; Oliver, Milwaukee, 9; Ehartman, Seattle, 9; JValentin, Boston, 8; 7 are tied with 7.
TRIPLES — White, Toronto, 4; DiSarcina, California, 3; ByAnderson, Baltimore, 3; GWilliams, New York, 2; Lofan, Cleveland, 2; Brocius, Oakland, 2; ACole, Minnesota, 2; JeClark, Minnesota, 2; Alomar, Toronto, 2.
HOME RUNS — M Vaughn, Boston, 11; McGwire, Oakland, 10; Cordova, Minnesota, 8; Ramirez, Cleveland, 8; Sorrento, Cleveland, 8; Berroa, Oakland, 8; Fielder, Detroit, 8.
STOLEN BASES — Knoblauch, Minnesota, 9; Mnderson, Oakland, 9; LJohnson, Chicago, 7; McLemore, Texas, 7; Nixon, Texas, 7; M Vaughn, Boston, 6; Alomar, Toronto, 6.
PITCHING (3 Decisions) — Butcher, California, 4-0, 1.000, 5.00; RJohanson, Seattle, 4-0, 1.000, 1.21; Eshelman, Boston, 3-0, 1.000, 1.82; Hanton, Boston, 3-0, 1.000, 1.78; Stottmyre, Oakland, 3-0, 1.000, 5.23; DiMartinez, Cleveland, 3-0, 1.000, 2.03; Applier, Kansas City, 4-1, .800, 2.30; Ontiveros, Oakland, 4-1, .800, 3.99.
STRIKEOUTS — RJohanson, Seattle, 49; Applier, Kansas City, 46; Stottmyre, Oakland, 36; Hanson, Boston, 34; Agert, Texas, 30; McDowell, New York, 27; Afermanides, Chicago, 26.
SAVES — LeSmith, California, 10; Aguilera, Minnesota, 4; Ayala, Seattle, 5; Hernandez, Chicago, 5; Wetteland, New York, 5; Mesa, Cleveland, 5; Eckersley, Oakland, 5.



2 THE JERUSALEM POST WORLD OF SPORT



ON DECK — San Francisco's Barry Bonds prepares to bat against St. Louis. (AP)

What a Difference a Year Makes

Pete Sampras, who until recently seemed Mr. Invincible, is now the underdog at next week's French Open

TWELVE MONTHS after flying among the best of the best, Pete Sampras is nowhere near the player who ruled men's tennis with an aura of invincibility for much of 1994.

A week before the French Open, the only Grand Slam he has never won, Sampras' game and confidence are in disarray.

Last year in Rome, he played the best clay-court tennis of his career to win the Italian Open for his seventh title of the year. After being wiped out in straight sets in the final, Boris Becker said Sampras was "flying" — he was the best of the best.

Times have changed. Sampras lost his world No. 1 ranking last month to Andre Agassi and came to Rome this week with just one tournament victory this year (Indian Wells). He left without even winning a match.

He was whistled and jeered off the court last week after being humiliated 6-4, 6-3 by 39th-ranked Fabrice Santoro of France — the first time a top seed and defending champion has been eliminated in the first round in Rome.

It wasn't a case of Santoro playing spectacular tennis. This was Sampras at his worst: making unforced errors (42), hitting tentatively from the baseline, letting his opponent dictate the play. Worst of all, Sampras seemed to lose heart and make little effort to fight back.

Sampras wrote off the loss as a "bad day at the office."

"I dug myself into a hole and couldn't get out of it," he said. "On clay, it's harder for me to get out of it than on other surfaces."

It was the third time this spring that Sampras has failed to get past the first round of a clay-court event. He lost in the first round to little-known Oliver Gross in

Barcelona and was forced to retire with a sprained ankle during his opening match in Monte Carlo.

Sampras played well in reaching the semifinals of the German Open, but his apparent progress was negated by his poor play in Rome.

Sampras flew home to the US to get ready for the French, which starts next Monday. He passed up a chance to take a wild card for a clay-court event in Bologna to keep an appointment to play in a lucrative exhibition in Rouen, France on Friday and Saturday.

Sampras, who has made the quarter-finals of the French the past three years, has said repeatedly that his No. 1 career goal is to win in Paris and become the first man since Rod Laver to capture all four Grand Slam titles.

While he went in as the favorite for the French last year, after his Rome defeat Sampras said that his expectations are modest this time.

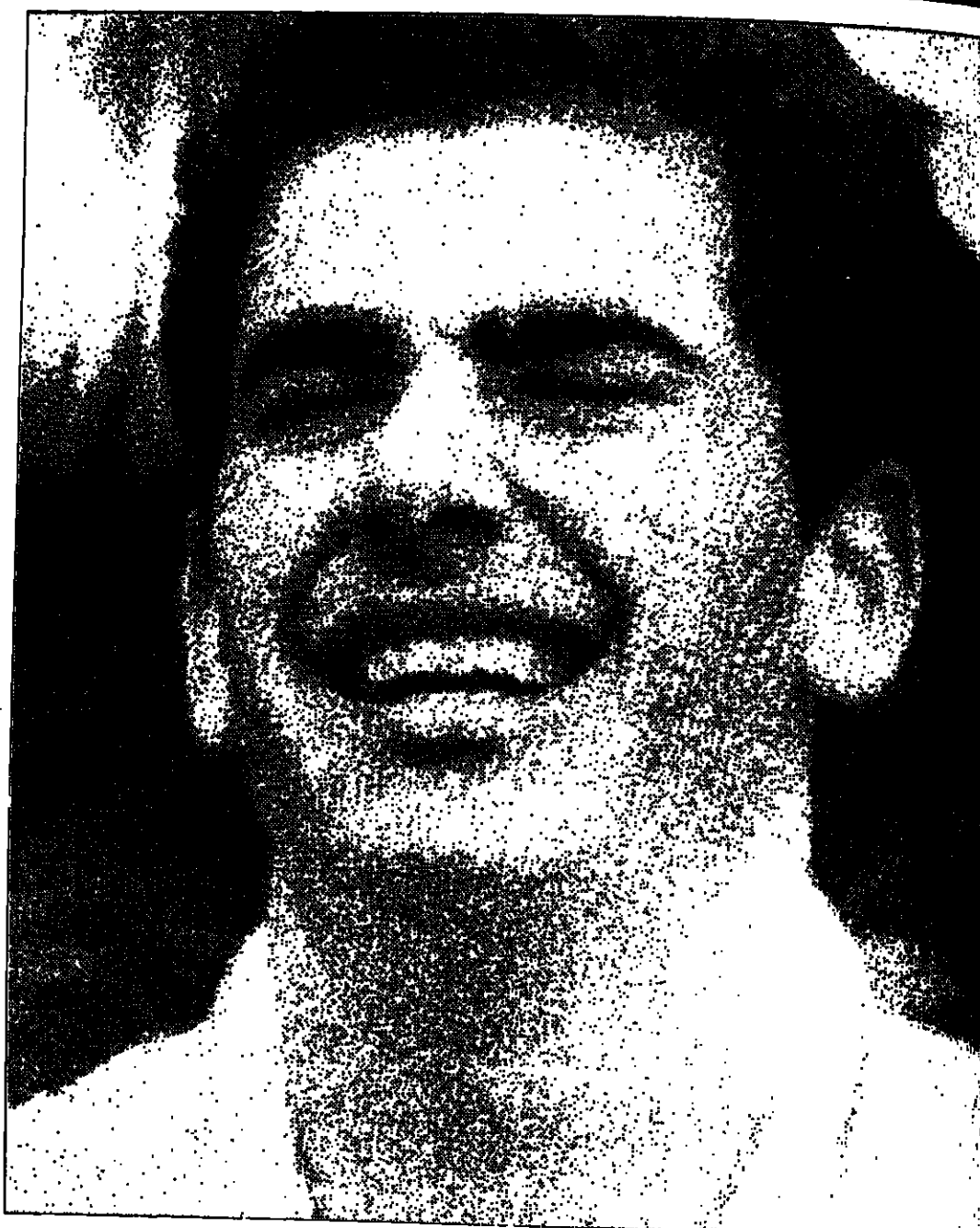
"This year I don't know what to expect," he said. "I just hope I can get through the first week and go from there. I'll just give it my best shot."

Sampras' fellow players have noticed the change.

"For me, he's not the favorite at the French Open," Goran Ivanisevic said. "The way he wants to play on clay is impossible. He tries for too many winners. You need to be patient."

Fellow American Matti Vasilevich said it was inevitable that Sampras would be unable to keep up his level of play from last year.

"The tennis he played last year, especially the first six months, was phenomenal," he said. "From January to June, he probably played six months of the best tennis ever. It's tough to keep up that pace."



HOBLED — Sampras grimaces after twisting his right ankle in his opening match at the Monte Carlo Open last month. (Below) **BEARING DOWN** — Former No. 1 Pete Sampras will try to regain top form at Roland Garros



Austria's Thomas Muster, this year's dominant clay-court player, said Sampras is making it tough for himself by shuttling back and forth between the United States and Europe.

"It's a difficult thing to play on clay in Europe," Muster said. "It's something you have to prepare for. That was the problem for Pete. He never really got a good rhythm."

Sampras now apparently regrets his decision to join Agassi for the US Davis Cup victory over Italy in Palermo this spring. Both he and Agassi considered the trip a disruption in their schedules.

In a telling comment, Sampras went up to US tennis commentator Bud Collins after the Rome loss and said with a smile, "It's all your fault Bud. You made me play Davis Cup."

"That's the price of patriotism," replied Collins, who has long campaigned for the top US stars to play Davis Cup.

Sampras also still seems emotionally affected by the absence of his coach, Tim Gullickson, who is being treated for a brain tumor. Sampras sobbed on court at the Australian Open in January after Gullickson fell ill. Paul Annacone is filling in as his coach.

Perhaps the T-shirt that he wore to a recent post-match news conference best summed up his state of mind these days: "This IS Work."

Maybe the fun has gone out of the game for Sampras. (AP)

World Cup Fever in South Africa

Hosts take on defending champs Australia on Thursday

WORLD CHAMPIONS Australia decided on Sunday not to risk center Tim Horan in the opening match of their World Cup defense against South Africa in Newlands on Thursday.

Coach Bob Dwyer announced a virtually unchanged Wallaby side from the one which beat Argentina 30-13 in Sydney earlier this month, with 21-year-old Daniel Herbert partnering Jason Little in the center.

The outstanding Horan has been battling his way back from a serious knee injury suffered in the Super 10 final a year ago, but Dwyer has opted to save him for the later pool matches against Canada or Romania.

"We felt he hadn't given us any indication he could put the other two out," said Dwyer. "He'll get his chances anyway and we're comfortable with the form of the other two."

"The likelihood is that everyone will play at least once in the pool games."

Willie O'Flahange has edged out Troy Coker on the blindside with prop Dan Crowley again preferred to Tony Daly, scorer of Australia's only try in the 1991 final.

Rod McCall's inclusion at lock despite recent ankle problems means there are eight survivors from the side who beat England 12-6 in the 1991 final at Twickenham.

With the exception of Brisbane detective Crowley, the pack is identical to the one which helped trounce the Springboks by a record 26-3 margin at Newlands in 1992.

South Africa, under increasing pressure to satisfy its expectant supporters, practiced behind closed doors on Sunday before finalizing its selection plans.

On the South African side, coach Kitch Christie insisted that captain Francois Pienaar would be fit to lead the Springboks.

A formal fitness test on Pienaar's hamstring was abandoned because of torrential rain, but Christie said the flanker would be ready for the opening Pool A match at Newlands.

"He's had a slight hamstring twinge, but he's fine," said Christie. "We didn't have snorkels



WARMUP — Scotland's Tony Stranger is tackled by two Spanish players during a rugby international match in Madrid last week. Scotland won 62-7

and masks so we gave the training session a miss."

Christie also revealed Pienaar would be in charge of the team in the final build-up to the vital opening match.

The Springboks' other area of concern is how the referees will rule the lineouts once the tournament kicks off.

The familiar Springbok tactic of supporting the jumper is to be strictly policed and Christie admitted it could give his team's rivals an advantage.

Scotland's coach Douglas Morgan said the side needed to find "that extra 10 or 15 percent" in the coming weeks. "After being written off at the start of the season, we found form when it counted," he said. (Reuters)

RUGBY WORLD CUP SCHEDULE

Thursday, May 25
Pool A — Australia v South Africa (Cape Town)

Friday, May 26
Pool A — Canada v Romania (Port Elizabeth)
Pool D — France v Tonga (Pretoria)
Pool D — Scotland v Ivory Coast (Rustenburg)

Saturday, May 27
Pool B — Western Samoa v Italy (East London)
Pool B — England v Argentina (Durban)
Pool C — Wales v Japan (Bloemfontein)
Pool C — New Zealand v Ireland (Johannesburg)

Tuesday, May 30
Pool A — South Africa v Romania (Cape Town)
Pool B — Western Samoa v Argentina (East London)
Pool D — France v Ivory Coast (Rustenburg)
Pool D — Scotland v Tonga (Pretoria)

Wednesday, May 31
Pool A — Australia v Canada (Port Elizabeth)
Pool B — England v Italy (Durban)
Pool C — Ireland v Japan (Bloemfontein)
Pool C — New Zealand v Wales (Johannesburg)

Saturday, June 3
Pool A — Canada v South Africa (Port Elizabeth)
Pool A — Australia v Romania (Stellenbosch)
Pool D — Scotland v France (Pretoria)
Pool D — Tonga v Ivory Coast (Rustenburg)

Sunday, June 4
Pool B — Argentina v Italy (East London)
Pool B — England v Western Samoa (Durban)
Pool C — New Zealand v Japan (Bloemfontein)
Pool C — Ireland v Wales (Johannesburg)

QUARTER-FINALS:
Saturday, June 10
Match E — Winner pool D v Runner-up pool C (Durban)
Match F — Winner pool A v Runner-up pool B (Johannesburg)

Sunday, June 11
Match G — Winner pool C v Runner-up pool D (Pretoria)
Match H — Winner pool B v Runner-up pool A (Cape Town)

SEMIFINALS:
Saturday, June 17
Winner match E v Winner match F (Durban)

Sunday, June 18
Winner match G v Winner match H (Cape Town)

THIRD PLACE:
Thursday June 22 (Pretoria)

FINAL:
Saturday June 24 Final (Johannesburg)

THE BEST AND THE BRIGHTEST

THE FOLLOWING ARE WORLD CUP RECORDS AND STATISTICS:

(Final stages only)
HIGHEST SCORE — 74 New Zealand v Fiji (Christchurch, 1987)
BIGGEST WINNING MARGIN — 64 New Zealand v Italy (Auckland, 1987)
MOST POINTS, GAME — 30 Didier Castera, France v Zimbabwe, 1987; 27 Gavin Hastings, Scotland v Romania, 1987; 26 Grant Fox, New Zealand v Fiji, 1987
MOST TRIES, GAME — 4 Iwan Evans, Wales v Canada, 1987; Craig Green, New Zealand v Fiji, 1987 and John Gallagher, New Zealand v Fiji, 1987
MOST POINTS, TOURNAMENT — 176 Grant Fox (New Zealand, 1987), 82 Michael Lynagh (Australia, 1987), 68 Ralph Keyes (Ireland, 1991)
LEADING AGGREGATE SCORERS — 170 Grant Fox (New Zealand), 148 Michael Lynagh (Australia), 123 Gavin Hastings (Scotland)
MOST TRIES IN WORLD CUPS — 10 David Campese (Australia), 7 John Kirwan (New Zealand)
MOST TRIES, ONE COMPETITION — 6 Craig Green (New Zealand, 1987), John Kirwan (New Zealand, 1987), David Campese (Australia, 1991), Jean-Baptiste Lafond (France, 1991)
MOST PENALTIES IN WORLD CUPS — 27 Grant Fox (New Zealand), 22 Michael Lynagh (Australia)
MOST PENALTIES, TOURNAMENT — 21 Grant Fox (New Zealand, 1987), 16 Ralph Keyes (Ireland, 1991)

Seeds (ranked according to 1991 results):

1. Australia
2. England
3. New Zealand
4. Scotland
5. France
6. Ireland
7. Western Samoa
8. Canada
9. South Africa



It's Miller Time

Reggie Miller leads Pacers past Knicks to set up East Finals against Orlando.
Ewing's last-second shot goes awry.

REGGIE MILLER knelt on the court at Madison Square Garden, burying his head in his hands. In front of almost 20,000 quiet fans, he felt the sudden shock of realizing the Pacers had just beaten the team that had dogged them in the playoffs for three seasons.

"Finally," he said. Gone were the bad memories of Game 7 at the Garden a year ago, when the New York Knicks beat the Pacers by four points to make the NBA Finals. And even though Miller hadn't scored a point in the fourth quarter of this Game 7, Sunday's 97-95 victory that put Indiana in the conference finals proved a personal triumph.

For Patrick Ewing, it was a personal loss. Ewing, whose last-second shot won Game 5 for the Knicks, missed a layup with less than two seconds remaining, ending New York's season.

"I'm disappointed. I'm very disappointed," he said.

Miller, who had 29 points but took just one shot in the final period, watched Ewing's shot bounce off the back of the rim, then turned and ran past midcourt as the buzzer sounded. His face calm, he knelt and kissed the floor.

"If we went to overtime, there's no question we would have lost this game, because the momentum would have been in their favor," Miller said.

His coach, Larry Brown, didn't think bawling the Knicks represented such a huge obstacle to his team, even after playoff losses in 1994 and 1993.

"Like hell it wasn't," Miller said. "That was the biggest hurdle for us. You've got to understand. This team has knocked us out of the playoffs twice. We were up three games to one. We came back here tied 3-3."

The Pacers became just the second road team to win a Game 7 in 22 such contests. Houston did it Saturday, beating Phoenix in the Western Conference semifinals.

Indiana will be playing at Orlando tonight because Rik Smits, who had 19 points, carried the offensive load when Miller couldn't, scoring the Pacers' last five points despite playing with five fouls. And because Derrick McKey hit a big 3-pointer with 6:33 remaining to give them the lead for good.

Dale Davis, who had a total of four points in the last two games after dislocating his right shoulder, added 14 points.

"The fact that Reggie got going early left me open in the fourth quarter," Smits said. "It seems like I got a lot better looks in the fourth

quarter than in the other games."

Smits' 8-footer with 1:19 left gave Indiana a 97-92 lead, then Anthony Mason missed two free throws and a fastbreak layup for New York. After Miller took his first shot of the quarter and missed, John Starks hit a 3-pointer, falling as the ball swished through the net.

New York called timeout with five seconds left. Ewing got the ball with his back to the basket near the top of the key. He spun left and dribbled while double-teamed by McKey and Dale Davis. He had a clear shot at the basket but the ball rolled off his fingertips and bounded off the rim, with Davis grabbing the miss.

"I thought I made a great play to get to the hole, drove, laid it up and it came back out," Ewing said.

Ewing, who finished with 29 points and 14 rebounds, stood with his hands on hips and looked skyward. His coach, Pat Riley, grimaced, while Brown whooped it up, dancing across the court.

The Knicks trailed by five at the end of the third period and tied the game 83-83 on Hubert Davis' 3-pointer with 7:14 to play. Beaten on the offensive boards, Indiana didn't score in the quarter until Haywoode Workman's layup at the 7:49 mark.

But the Pacers quickly rebuilt their lead. Derek Harper was called for a flagrant foul on Antonio Davis, who made both free throws, and Smits scored off the ensuing possession to put Indiana up 94-87 with 3:13 left.

As it had throughout the series, poor foul shooting cost the Knicks. In the fourth quarter, they missed three of eight from the line.

"We came back so well," Davis said. "We rallied from 3-1, from 15 points (down). It just doesn't seem real."

Clearly, this is a team that learned something from last season, when it blew an opportunity to win the series at home in Game 6, then lost Game 7 at the Garden. In that game, Miller scored 25 points but shot 7-of-17 from the field and was called for a late flagrant foul that sealed the outcome.

"We knew the pressure would be on them," Miller said of Sunday's showdown. "We came out loosey-goosey."

For the Knicks, who made it to Game 7 of the NBA Finals last season, the loss signaled the beginning of what's likely to be an offseason full of changes. Riley is said to be considering quitting even though he has one year left on his contract, and Mason, who won the league's Sixth Man

award, will be a free agent.

"I will sit down with Dave (Checketts, the Knicks' president) and evaluate our season and our roster and see what we have to do," Riley said.

Confident after coming from a 3-1 series deficit to force Game 7 at Madison Square Garden, the Knicks couldn't pull out the last win despite playing smothering defense in the second half.

In the third quarter, the Pacers went up 74-68 after a 14-1 run. During the spurt, Smits picked up two fouls in eight seconds and left the game, but Miller hit back-to-back 3-pointers. On the second one, which he hit from the left side, he sashayed down the sideline, starting at filmmaker Spike Lee, seated at courtside. Lee, wearing a Knicks towel draped over his head, didn't respond.

Harper and Starks combined to score all but one of the Knicks' points in a 17-7 spurt that ended the quarter, pulling New York to 76-81. But they couldn't pull off one more comeback against the Pacers.

"They are better than last year, much better," Knicks forward Charles Smith said. "They learned. They grew up against us." (AP)

Box Score

INDIANA (97)
D. Davis 7-10 0-0 14, McKey 6-13 0-0 14,
Smits 9-17 1-2 19, Jackson 3-9 4-4 10,
Miller 10-18 6-9 29, Workman 1-4 0-0 2,
A. Davis 1-4 3-4 5, Mitchell 0-3 2-2 2,
Scott 1-2 0-0 2.
Totals 38-80 16-21 97.

NEW YORK (95)
Oakley 1-5 7-10 9, Smith 5-9 2-2 12,
Ewing 12-23 5-9 29, Harper 6-10 0-0 15,
Starks 6-11 5-6 19, Mason 1-2 1-3 3,
Bonner 1-2 0-0 2, H. Davis 1-4 0-0 3,
Anthony 1-2 0-0 1.
Totals 34-68 30-31 95.

Indiana: 34 22 25 16 - 97
New York: 28 24 24 19 - 95

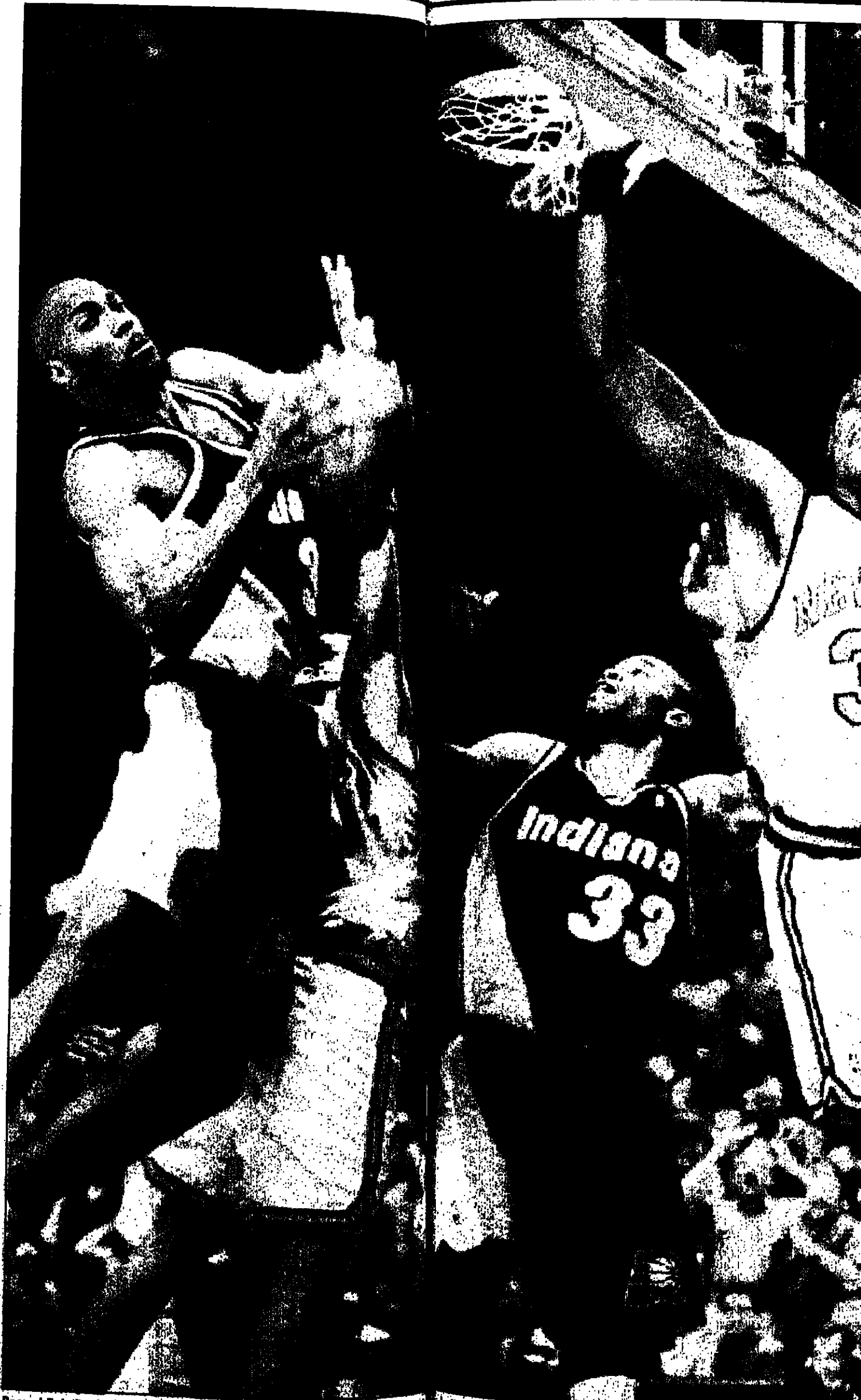
3-Point goals—Indiana 5-11 (Miller 3-5,
McKey 2-3, Workman 0-1, Jackson 0-2),
New York 7-13 (Harper 3-4, Starks 2-5,
Anthony 1-1, H. Davis 1-2, Bonner 0-1).
Fouled out—None. Rebounds—Indiana 39,
Jackson 8; New York 33 (Ewing 14). Assists—
Indiana 24 (Jackson 8), New York 25
(Oakley, Harper 6). Total fouls—Indiana 29,
New York 23. Technicals—New York (Mason
defensive flagrant fouls—Harper.
Attendance—17,763.

EASTERN CONFERENCE

Indiana wins series 4-3

CONFERENCE FINALS

LAST NIGHT
Houston at San Antonio
TONIGHT
Indiana at Orlando



Pacers' Dale Davis grabs the rebound after last-second miss by Patrick Ewing. Indiana's Antonio Davis (33) looks on.

Barkley Retires — Again

"I can't see my skills getting better."

IN HIS 11-year career, Charles Barkley never backed down. Then again, he never faced an opponent like the aging process.

"I can't see my skills getting better," he said after the Houston Rockets trashed his dream of winning an NBA championship for a second straight year. "I can only see them getting worse. And I don't want to push anything to the limit."

Barkley, a nine-time All-Star, announced his retirement Saturday following a game in which he had 18 points and 23 rebounds but couldn't prevent the Rockets' 115-114 victory in Game 7 of their Western Conference semifinal.

He also threatened to retire during the 1993-94 season, when he was battling injuries.

This time, Barkley said he didn't think he could face an 82-game regular season for the excitement of the playoffs.

"I break down in the playoffs," the 32-year-old forward said. "I'm fighting Father Time. It's frustrating when your body breaks down."

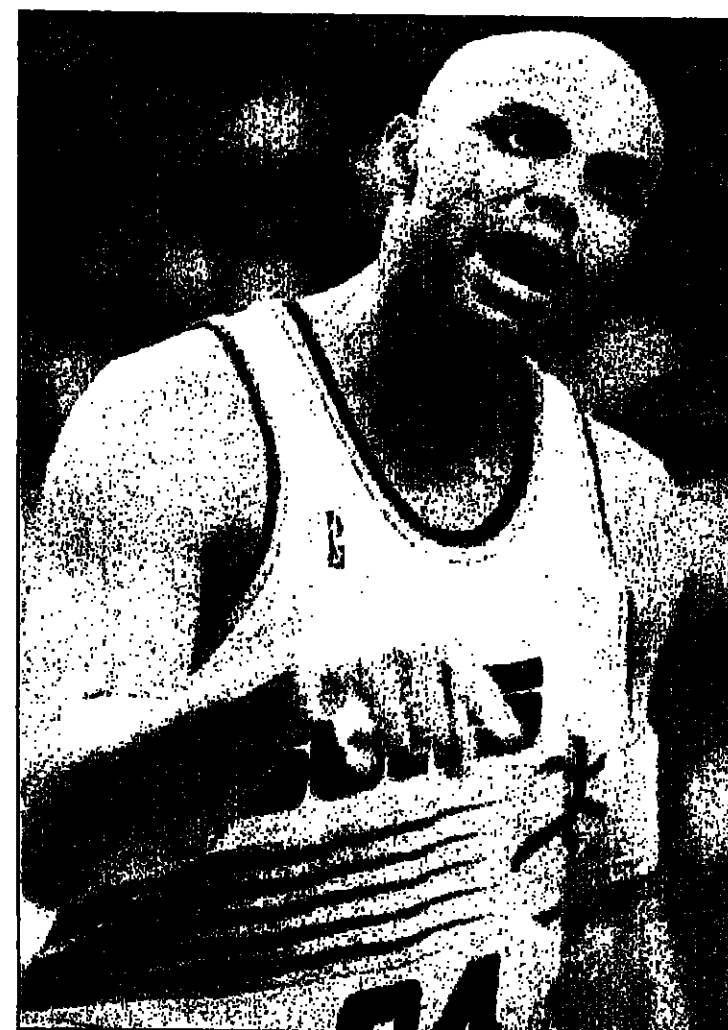
Barkley, 32, said he's been talking retirement to his family for months, but keeping his own counsel around reporters.

Team president Jerry Colangelo said he wouldn't try to coax Barkley back. But Colangelo said Barkley, who is under contract to the Suns for three more years, may have spoken out of frustration. "We'll talk at a time when he may not be as emotional, not after a seventh-game loss in the playoffs," Colangelo said Sunday. "He's hurt and disappointed."

Barkley's comment was reminiscent of last May, when he moped for a month after the Rockets eliminated the Suns 4-3 in another second-round series. Teammate Danny Ainge eventually talked Barkley into coming back for at least one more season.

Barkley collapsed in training camp in October 1993, and doctors diagnosed a bulging disk in his spine. He played in pain most of the season, getting into a career-low 65 games and averaging 21.6 points, the lowest since his second campaign.

This season, Barkley appeared to benefit from a conditioning program, finishing seventh in scoring (23.0) in 68 games. His average of 11.1 rebounds would have ranked



Setting Sun — A tired Charles Barkley encourages teammates in final moments of 7th-game loss to Houston. (Reuters)

him fourth, but he didn't have the league minimums of 70 games or 700 rebounds.

He also shot a career-low 48.6 percent, and despite his 47-point effort in Game 3 of a 3-0 sweep of Portland, his shot deserted him often against the Rockets.

Barkley was 0-for-10 in Game 3 of the series and missed 11 straight shots in Game 5.

He has played in 819 games, averaging 23.3 points, 11.6 rebounds and 5.3 assists while becoming the 12th player to have 19,000 points and 9,000 rebounds. He finished the season 27th on the

NBA's career scoring list with 19,091 points.

Suns center Danny Schayes said, "I think when he's had time to step back some, he might have a different perspective on the matter, but I'm not Charles Barkley. If I was, I'd never retire."

Colangelo traded Jeff Hornacek, Tim Perry and Andrew Lang to the Philadelphia 76ers for Barkley on June 17, 1992.

Barkley was the NBA MVP in 1993, when he led the Suns to a franchise-record 62 wins and into the Finals, where the Bulls beat them in six games. (AP)

CHARLES BARKLEY'S CAREER STATISTICS

REGULAR SEASON	G	FG	FT	Reb	Ass	Pts
1984-85 Philadelphia	82	.545	.733	703	155	14.0
1985-86 Philadelphia	80	.572	.685	1026	312	20.0
1986-87 Philadelphia	68	.594	.761	994	331	23.0
1987-88 Philadelphia	80	.587	.751	951	254	28.3
1988-89 Philadelphia	79	.579	.753	986	325	25.8
1989-90 Philadelphia	79	.600	.749	909	307	25.2
1990-91 Philadelphia	67	.570	.722	680	284	27.6
1991-92 Philadelphia	75	.552	.695	830	304	23.1
1992-93 Phoenix	76	.520	.765	928	385	25.6
1993-94 Phoenix	65	.495	.704	727	294	21.6
1994-95 Phoenix	68	.486	.748	756	276	23.0
Totals	819	.555	.735	9490	4381	23.3

PLAYOFFS	G	FG	FT	Reb	Ass	Pts
1984-85 Philadelphia	13	.540	.635	144	24	14.9
1985-86 Philadelphia	12	.578	.695	189	67	25.0
1986-87 Philadelphia	5	.573	.800	63	12	24.6
1988-89 Philadelphia	3	.644	.710	35	16	27.0
1989-90 Philadelphia	10	.543	.602	135	43	24.7
1990-91 Philadelphia	8	.592	.653	84	48	24.9
1992-93 Phoenix	24	.477	.771	324	102	24.6
1993-94 Phoenix	10	.509	.764	130	48	27.6
1994-95 Phoenix	10	.500	.733	134	32	25.7
Totals	95	.526	.710	1258	394	24.4

HIGHLIGHTS
1992-93 NBA Most Valuable Player; Member of gold medal winning U.S. Olympic team (1992); Nine-time NBA All-Star (1987-1995); Named NBA First team five times (1986, 1987, 1990, 1991, 1993); Named NBA second team four times (1986, 1987, 1992, 1994); Led NBA with 14.6 rebounds per game average (1987); Named NBA All-Rookie team (1985).

Is Canadian Hockey Heading South?

The Americanization of hockey "could mean bigger nets, shoot-outs, colored pucks,

no red line and who knows what else?"

By Darren Schuettler

THE SEEMING collapse of efforts to save the Winnipeg Jets has rekindled fears in Canada that the country is losing control of its national sport to big money operators south of the border.

"Will robber barons from the US continue to raid our treasured franchises?" Gary Joyce, a sports-writer for the *Globe and Mail* newspaper, wrote.

The apparent failure of last-ditch rescue effort for the Winnipeg Jets is part of a turbulent season shortened by a labor dispute sparked by the team owners' outlook of the players.

The saga of the Jets has generated newspaper headlines across Canada and an outpouring of sympathy for the grieving city of 650,000 people on the Canadian prairies.

Once the Winnipeg team is gone, only seven of the NHL's 26 teams will remain in Canada, with over half in cities of less than a million people: Calgary, Winnipeg, Edmonton, Quebec City and Ottawa.

The NHL's expansion plans are focused on major US markets such as California and Florida — far



BIG MARKET SQUEEZE PLAY — Quebec Nordiques Chris Simon (12) is pushed against the boards by New York Rangers Jeff Baubloom in early playoff action.

away from hockey's roots in small, frozen towns across Canada, critics say.

This is a blow to legions of Canadian hockey fans who in an opinion poll last summer ranked hockey as second only to the health care system as a force binding the country together.

Canada's largest circulation newspaper, *The Toronto Star*, warned in an editorial if more clubs move south, Canada may not be able to resist the "Americanization" of the game.

"That could mean bigger nets, shoot-outs, colored pucks, no red line and who knows what else," said the *Star*.

Fans of the Quebec Nordiques, the team with the second-best regular season record in the NHL, are afraid their team may also be play-

ing in the US next year.

The Nordiques board has already approved the sale of the club if the Quebec government rejects using taxpayers' dollars to build a new hockey arena in Quebec City. "I just hope that we find a way to keep the team in my city. I have to acknowledge that the time limit is playing against us," said Nordiques president Marcel Aubut.

Small clubs like Winnipeg and Quebec City need new arenas with expensive luxury boxes to generate the big revenues necessary to stay in business.

In Winnipeg's case, a group of business and government officials are finding it increasingly difficult to put together a bailout package including a new arena. This left distraught fans chanting "Save

Our Jets" during the team's last home game this week.

Some analysts have criticized NHL commissioner Gary Bettman and the league's wealthier clubs for ignoring the plight of smaller teams. The labor standoff this year ended with no players' salary cap or any plan to share revenues among teams as a way to bolster the small market franchises.

"There's always been this attitude in hockey, I've got mine and bugged the rest of you," said hockey author David Cruise.

Edmonton Oilers' owner Peter Pocklington said small Canadian cities can keep their teams only if they control revenues from concessions, parking and new luxury boxes.

The Alberta entrepreneur, loathed by many Oilers' fans after

selling Canadian-born superstar Wayne Gretzky to Los Angeles in 1988, won control of the Northlands Coliseum arena after a two-year battle with city officials.

"Put a gun to their head. Either give it up or the team's gone," Pocklington said, describing his strategy.

Other small Canadian clubs have managed to secure similar deals related to their arenas.

The Calgary Flames bought the rights to parking and concessions last year and also received federal infrastructure money to renovate the Saddledome arena.

In Ottawa, where the financially-troubled Senators posted the NHL's worst record this year, a group of private and government lenders have agreed to finance a new arena.

No Mirth in Manchester

FA Cup winner Everton looks to Europe while United faces up to failure

EVERTON RETURNS to Europe next season aiming to complete a job that was cruelly interrupted by the Heysel Stadium disaster 10 years ago.

On May 15, 1985, Everton beat Rapid Vienna 3-1 in Rotterdam to win the European Cup Winners' Cup Final. They were already assured of a place in the following season's Champions Cup because nine days before beating Rapid, they had clinched the English league title.

But two weeks after Everton won in Rotterdam, fans supporting rivals Liverpool rioted before the start of the Champions Cup final against Juventus, 39 were killed — and English clubs took no further part in European action for the next five years.

Goalkeeper Neville Southall is the only survivor of the team deprived by Heysel of the chance for further European glories and, aply, it was his heroic saves that helped Everton beat Manchester United 1-0 in Saturday's FA Cup Final to earn a return to Europe after 10 years away.

Southall was also the only survivor of the Everton team beaten 1-0 by Manchester United in the 1985 FA Cup Final, a loss that prevented them winning a never-achieved treble of English Cup and League trophies and a European trophy in the same season.

Southall, 36, a modest, uncomplicated man, chose to drive home alone from Wembley after Saturday's victory to spend the



DIZZY — Everton's captain Dave Watson (center) holds the FA Cup surrounded by teammates Anders Limpers (with hat) Barry Horne (right) and Matthew Jackson (right rear) after beating Manchester United 1-0 on Saturday.

evening with his wife Eryl and daughter Samantha rather than attending Everton's champagne victory banquet. "I think when you've spent as much time with these lads as I have, you're glad to see the back of them," he joked after making four outstanding saves to keep Everton in the game after Paul Rideout had given them the lead with a 30th-minute

header. Everton's victory meant a double celebration for the city of Liverpool following the Reds' triumph in the League Cup final last month. It also left United, double winners last season, without a title for the first time since 1989.

As consolation for finishing second to Blackburn in the league, United will compete in

the UEFA Cup next season, meaning Newcastle will miss out on the UEFA Cup place that would have been theirs if United had won the Cup.

Everton's victory completed a remarkable turnaround for the Goodison Park club who made the worst start to any season in their 108-year history.

Manager Joe Royle transformed

the side after taking over in November but, after beating United, he joked: "If you'd told me on November 11 when I came that we'd end up in Europe, I'd have thought you have to be relegated to get there!"

"Even I'd forgotten after 20 years what a giant of a club Everton is. Being at Oldham as long as I was I'd become part of the furniture. Coming back to a club like this with its high expectations has been phenomenal."

Now Royle, backed by chairman Peter Johnson's bulging check book, is ready to spend to conquer Europe with an eye on QPR's Les Ferdinand.

"We know we've got to strengthen the squad, especially with Europe and we'll be looking at what's available, especially English players."

United never really got going on Saturday. Without the suspended Eric Cantona, the ineligible Andy Cole and unfit Andrei Kanchelskis, it never found the rhythm that swept it to the double last season and even sustained pressure could not bring a goal in the second half.

The return of the prodigal Cantona is a precarious foundation for United to remain optimistic about bouncing back.

Ferguson prefers to rely on wounded pride. "This is the first time for five years that we haven't picked anything up and that's hard to take," he said.

"The players showed that in the dressing room and I'm glad to see it. Sometimes they forget what defeat's like. But they know now."

Sunday League Cricket



In the Name of the Father

Cowdrey leads Kent to seventh straight win.

GRAHAM COWDREY, son of former England and Kent captain Sir Colin Cowdrey, struck a thunderous Sunday League best of 105 not out off 62 balls to power Kent to its seventh successive victory in English one-day cricket this season.

Cowdrey hit three sixes and 15 fours in his whirlwind innings as his team beat Hampshire by 66 runs in the 40-over competition at Southampton.

Kent, which won all four limited overs matches in the group stage of the Benson and Hedges Cup, thrashed Hampshire's attack for 276 for five.

Cowdrey and captain Mark Benson (92) put on 145 in 16 overs for the third wicket, with England off-spinner Shaun Udal having 77 runs hit off his eight overs.

None of the Hampshire batsmen could play the lengthy innings needed, opener Sean Morris making top score of 46 in their 210 for six.

Kent's three wins in as many games made it joint leader with Lancashire and Surrey.

Surrey, boosted by a savage 49 not out from all-rounder Adam Hollis, snatched a 14-run victory over Northamptonshire at Northampton.

Opener Darren Bicknell (76) gave Surrey a solid base before it lashed 63 in the last five overs to end with 256 for five, Hollis hitting four sixes and three fours.

Paceman Joey Benjamin took three for 51 as Northants replied with 242 for seven.

Lancashire was indebted to an

effective all-round display from Jason Gallian for its eight-wicket defeat of Middlesex at Lord's.

Australian-born Gallian, who has played for the England A team, took two for 11 as Middlesex was restricted to 155 for nine. He then hit 51 not out off 70 deliveries in the winning reply which included 75 from 80 balls by John Crawley.

Triple champions Warwickshire, already out of the Benson and Hedges Cup it won last season, continued to struggle in its defense of the Sunday League title.

It slumped to its third consecutive defeat when Durham pulled off a tense two-run victory at Chester-le-Street despite making only a modest 132 for nine.

(Reuters)

CRICKET STANDINGS

	W	L	T	Pts
Lancashire	3	1	0	12
Kent	3	1	0	12
Surrey	3	1	0	12
Leicestershire	3	2	1	8
Worcestershire	2	2	0	8
Glamorgan	2	2	0	8
Yorkshire	2	2	1	8
Durham	1	4	2	4
Derbyshire	1	4	2	4
Essex	2	1	1	4
Nottinghamshire	2	1	1	4
Gloucestershire	2	1	1	4
Somerset	2	1	1	4
Middlesex	1	4	2	4
Hampshire	1	4	2	4
Warwickshire	1	4	3	0
Sussex	1	4	3	0
Northamptonshire	1	4	3	0

MAY 23, 1995

Gettin' Better all the Time

Ramos Career Still on Hold

US soccer star still trying to overcome World Cup head injury



TAKING THE HIT - US midfielder Tab Ramos goes down after being hit by Brazil's Leonardo in last year's World Cup play. (AP)

TAB RAMOS was well on track as the best player on the US team in last summer's World Cup. Then, he was hit by "the train." In a scramble for a loose ball in a second-round game July 4 against eventual champion Brazil, Ramos grabbed the shirt of Brazilian Leonardo - and Leonardo replied with an elbow to the head that knocked Ramos unconscious for several seconds.

Ramos spent two days in the hospital and Leonardo came to apologize. The elbow was intentional, Ramos said, but not malicious.

star and realize his dream of playing in the first division. Or he would see his Real Betis team swamped with offers from other Spanish first division teams interested in buying his contract.

only three to play. Ramos has yet to play in a league match, having been relegated to practice sessions and exhibition games. It now looks like he'll have to wait until next year to suit up.

Utey's Unfinished Business

Former Detroit Lions lineman still recovering, 3 1/2 years after football accident.

HIS HANDSHAKE is firm, his attitude upbeat, his message simple. "Make something positive out of something negative," Mike Utey said. "Ask yourself to do something today that you couldn't do yesterday."

For some inexplicable reason, he survived. In the months ahead, his weight would fall from 315 lbs to 215.

lift four ounces when he got hurt now lifts 140-lb dumbbells. "I've got movement," he said. "I can feel again."

anything to jeopardize football." He admits that he did ride a motorcycle, though. "Hey, a guy's got to get around, you know."

People of the Book

Several authors are directing their sports biographies to the "National Pastime's" last hope.

By Molly Dunham Glassman

OWNERS AND players who make millions off the game of baseball are starting to sweat. Attendance during the first two weeks of the strike-shortened season is down - way down at some ballparks. Teams are cutting ticket prices and using giveaways to lure fans back.

But the geniuses who run baseball don't get it. The National Pastime is past its prime, and the only way to save it is to create a new generation of fans among the kids who have learned to prefer basketball, football and even hockey.

HERE ARE a few titles that go the distance. This year marks the 100th anniversary of Babe Ruth's birth, and no one knew more about how to make kids fall in love with the game than the Babe. Baltimore author Luis P. Nicholson, who wrote "Cal Ripken Jr.:

Quiet Hero," has done a fine job balancing Ruth's exceptional talents with his excesses in "Babe Ruth: Sultan of Swat" (Goodwood Press, 120 pages).

Nicholson begins with the Babe's rough childhood in Baltimore - his parents often worked 20-hour days at the succession of six different bars his father owned - and his formative years at St. Mary's Industrial School. Although he accepted the discipline provided by the school's Xaverian Brothers, Ruth would spend much of the rest of his life chafing at rules and clashing with authority figures.

Nicholson details his broken curfews and run-ins with management, but deals only cryptically with his drinking and womanizing.



Babe Ruth, sick with cancer, says goodbye to his fans at Yankee Stadium in 1947.

in tall cotton and the pitcher who saws off the hitters' bats.

Otherwise, Nicholson's style is engaging, and her baseball research impressive. She conveys the Babe's childlike exuberance as well as the disappointment of his later years, when he couldn't land a job as a manager.

Lawrence S. Ritter is a master at bringing baseball's past to life; he set a new standard for sports nostalgia books with "The Glory of Their Times." Now he has written a children's book, "Leagues Apart: The

Men and Times of the Negro Baseball Leagues," illustrations by Richard Merkin (Morrow Junior Books, 40 pages).

It is a gallery dedicated to the black men who were denied the right to play in the Major Leagues; they were in their prime before Jackie Robinson broke their color line in 1947. Ritter gives us biographical sketches of 22 Negro League players, accompanied by Merkin's proud, bold portraits in oil pastels.

Although many other books provide more detailed history of the Negro Leagues, this is a wonderful place to start because it approaches its subject with such dignity. It's the first book I've read that mentions James "Cool Papa" Bell without including the anecdote about how he was so fast, he'd turn off the switch and jump into bed before the light went out.

When some Major Leaguers threatened to strike rather than play with or against Jackie Robinson, National League president Ford Frick threatened them with suspension and said, "This is the United States, and one citizen has as much right to play as another."

Ritter includes the quote, but adds that it "should have been made by someone in authority about fifty years earlier." The only thing this book is missing is a list of titles for further reading.

Mary Stolz has conveyed the inter-generational allure of baseball in her series of books about Grandfather and Thomas - "Storm in the Night," "Go Fish" and "Stealing Home." The fourth book in the series is "Coco Grimes" (Harper Collins 90 pages).

Thomas can't wait to visit Coco Grimes, who played with the Kansas City Monarchs and the Birmingham Black Barons of the Negro leagues. But Coco is in his 90s, a little bit deaf and quite cranky. Thomas, who has read several books about the Negro Leagues, is thrilled when Coco begins reminiscing about Smokey Joe Williams and Josh Gibson.

But then the old man becomes distant and angry. Thomas is bewildered, and anyone who has tried and failed to connect with someone who is senile will empathize. In the end, baseball has bridged some of the distance between Thomas and Coco Grimes. And Thomas has grown wiser in the process. (The Baltimore Sun)

The Original Hammerin' Hank

By Joseph Hoffman

ENJOYING A good reception among an older group of youngsters is Ira Berkow's "Hank Greenberg, Hall of Fame Slugger" (illustrations by Mick Ellison (Jewish Publication Society, 1991)).

Berkow, a noted sports columnist for the New York Times, has presented a straightforward, easy-to-read account of the famed Jewish first baseman/outfielder from his early days in the Bronx to his post-playing days as general manager of the Cleveland Indians and vice-president of the Chicago White Sox.

Berkow, who is Jewish, does not minimize the importance of Judaism on Greenberg, who set the sports world agog in 1934 when he chose to sit out Yom Kippur, in spite of the Detroit Tigers' pennant chase.

Berkow calls on a vast range of archival material, including family documents, to bring to life the emotional, as well as the professional side of the right-handed slugger who retired after a 12-year Major League career in which he hit .313, socked 331 homers, won the home run and RBI crowns four times apiece and hit 58 round-trippers in 1938.

Berkow goes into detail about Greenberg's early days, his attempts at overcoming his awkwardness in the field, his rejection of a Yankees offer due to the presence of Lou

Gehrig at first base, his frustrating years in the minor leagues (with statistics never before published) and his first years in the big leagues when he was slated to play third base, a totally unfamiliar position.

He also gives interesting coverage to Greenberg's wartime exploits. A private, he had been discharged from his obligatory military service just days before Pearl Harbor. After the sneak attack, he re-enlisted, this time in the air force where he became a captain.

After his four years in the armed forces, he enjoyed one of the most spectacular returns to baseball. In his first game back in July 1945, he homered against the Athletics at Detroit's Briggs Stadium. Then, on the last day of the season with the pennant in the balance, he hit a grand slam home run against the Browns to give the Tigers the flag - and a subsequent World Series win against the Cubs.

Greenberg retired after the 1947 season, which he played with the Pittsburgh Pirates. He was inducted into the Baseball Hall of Fame in 1956, the first Jewish ballplayer to be accorded that honor.

Berkow's text is nicely complemented by Ellison, who sprinkles the book with lively line drawings. Their lightness of touch adds a touch of nostalgia to a time gone by.

Berkow is the author of "Pitchers Do Get Lonely" and "Red," a biography of sportswriter Red Smith. ★

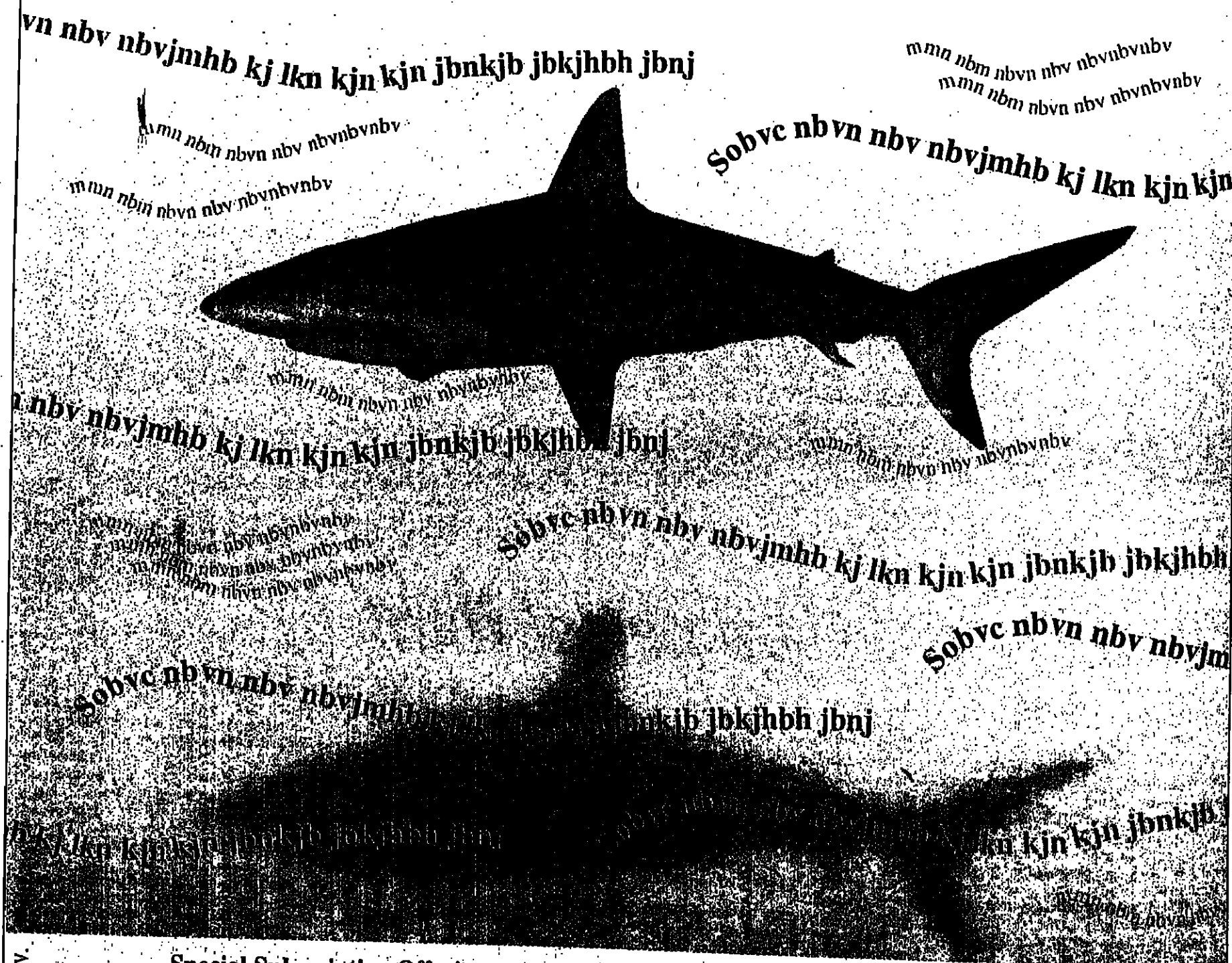


Greenberg said to Jackie Robinson, "Stick in there, you're doing fine." (Mick Ellison)

Don't you read the paper?

You are all geared up for a day trip to the Sea of Galilee. As you approach Tiberias, you notice an unusual number of cars coming in the opposite direction. Funny, you think, where can they all be going? At a red light, you lean out of the window and ask what's going on. "Don't you read the paper? There's a rumor that a poisonous fish, dormant for 2000 years on the sea-bed, is menacing bathers".

So you see, if you read the Jerusalem Post every day instead of just at the weekend, you would know about this momentous non-event! Not to mention the news in depth, analysis and opinion, and a choice of feature articles, pastimes, advice columns and entertainment every day. If you want to enjoy every day, once a week is not enough.



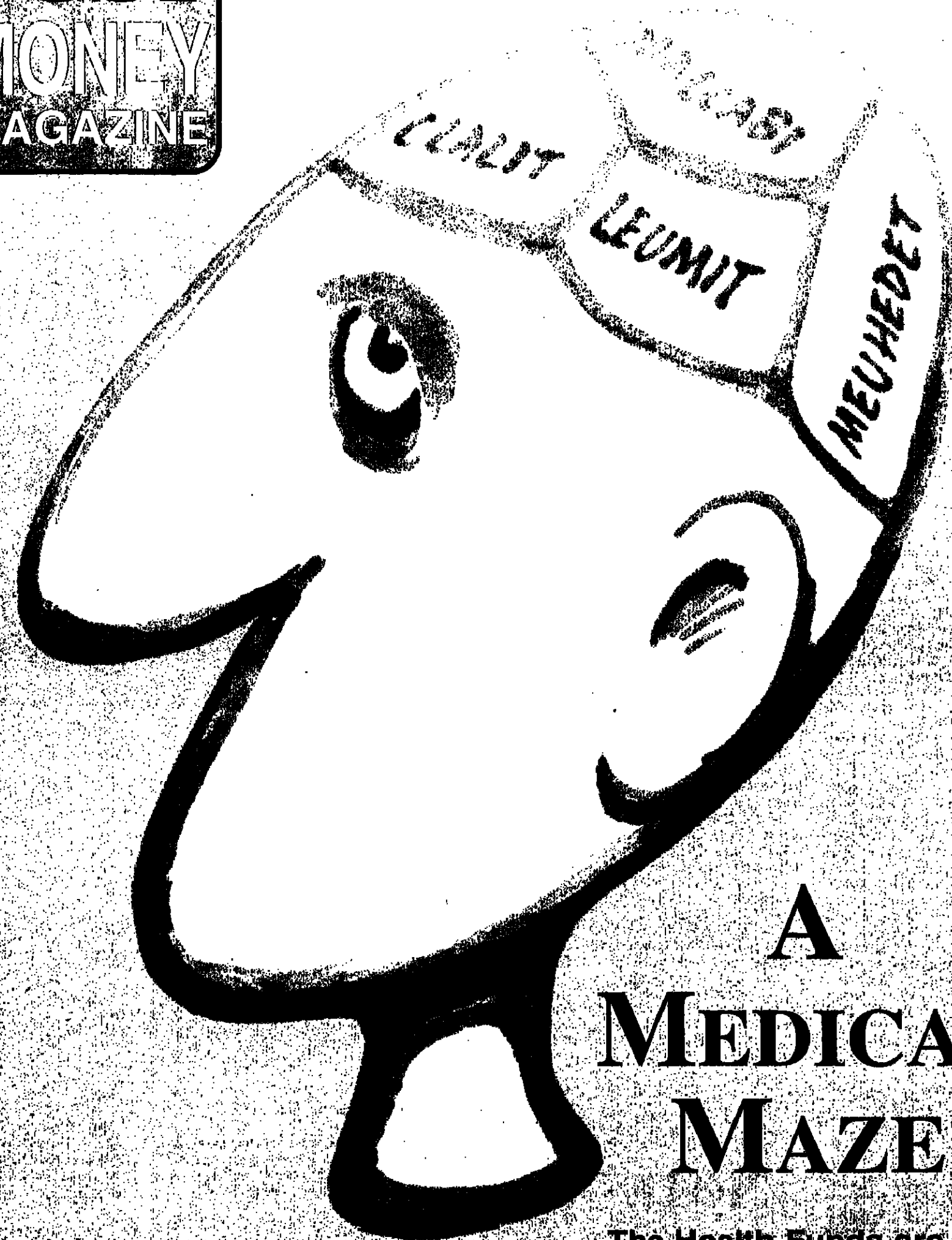
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YOUR WEEK JUST GOT **BRIGHTER** **THE JERUSALEM POST**

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May 24, 1995

THE JERUSALEM POST MONEY MAGAZINE



A MEDICAL MAZE

The Health Funds are still feeling their way with Supplementary Insurance.



DAVID & Yael: A CASE STUDY

David and Yael Harris immigrated from South Africa in 1988 and have landed pretty firmly on their feet. David is a software engineer at a fast-growing, medium-sized high-tech firm while Yael is a nutritionist at one of the big hospitals in the central region.

David (35) and Yael (34) have two boys, Ilan (5) and Gavri (3). They bought their four-and-a-half-room apartment in Ra'anana four years ago with a Jewish Agency mortgage and a regular commercial mortgage which they have just paid off, having worked very hard to do so. A series of cash gifts from David's parents helped a lot.

Still, paying off the mortgage and the overdraft they took to buy the last items for the house and make up the difference between what they got for their last car and the price of the new one meant that they were left with little disposable income. This is slightly misleading as David is saving extra through his job.

The overdraft and commercial mortgage are now paid off with about \$20,000 of the Jewish Agency loan still outstanding. This has to be paid off at the rate of NIS 300 a month.

David and Yael's biggest expense is child care, which eats up NIS 2,000 a month between Ilan and Gavri's kindergartens and a baby-sitter for the afternoons when Yael is working.

David is pretty well paid and has the use of a company car as he has to do a fair amount of local traveling for the company. While this is very useful it is a taxable benefit and the extra tax takes a sizeable bite out of his net income.

He grosses NIS 12,700 a month but nets only NIS 5,800. NIS 4,450 goes on income tax, NIS 635 on national insurance contributions and NIS 632 on national health

A South African immigrant family provides a typical cash flow breakdown.

By Neil Cohen

insurance. The company deducts NIS 634 for his private pension plan (which also provides life insurance), NIS 310 goes to his *keren hishtalmut* (study fund) and NIS 242 to a second pension plan. Yael grosses NIS 4,900 and nets NIS 3,500. The hospital deducts NIS 240 a month which goes into a provident fund and NIS 80 into a *keren hishtalmut*.

David and Yael are fairly frugal and their main expenditures beyond child care are NIS 2,000 a year to insure Yael's 1992 Peugeot 205, NIS 1,700 a year for household insurance and around NIS 300 a month goes in municipal taxes.

They go out occasionally and until now the mortgage and the car left them with very little spare cash at the end of the month.

Their determination to pay off the mortgage and overdraft is going to pay dividends now as they start to find themselves with a steady flow of surplus cash. Their monthly cash flow should begin to look like chart 1.

Since paying off the mortgage David and Yael have been putting NIS 500 into a bank savings plan, so this reduces the disposable income figure to NIS 3,442.

Their other savings total NIS 90,000 in David's pension plan, NIS 25,000 in his *keren hishtalmut*, and about NIS 7,000

in the savings plan. Yael has built up NIS10,000 in her provident fund and NIS 4,000 in her *keren hishtalmut*.

Verdict. In general David and Yael are in fine financial shape, as long as they stay healthy and working. They have been thinking about a third child and the expenses associated should not be a problem.

They are possibly slightly light on the savings front, though this is because everything has gone to pay off the mortgage, which is, of course, no bad thing.

Some of the surplus cash they are going to see now should be going toward long-term savings, some of it, at least, with an additional life insurance component. They will be comfortable with putting an extra NIS 1,000 into another savings plan with life insurance attached. Of their disposable NIS 3000-3,500 a month, they will probably spend another NIS 500-1000, keep NIS 500 in a short-term deposit to build up a reserve in the bank for emergencies, special occasions, etc.

The interest rates on savings plans are not to be sneezed at, and David and Yael have some exposure to equities (shares) via the pension plans and the provident fund. But, given their ages, they should probably increase that exposure slightly with money they can afford to lock away and forget about.

A good medium-sized Maof mutual fund is probably right for them and they should invest NIS 250 every month. That way they will be buying when the market is down as well as up and thus be protected from buying in at the top only to see the market topple.

The Maof is the index of the country's 25 largest publicly traded companies, so David and Yael should get a spread of industries and solid companies. Profits on the investment will be tax-free.



TOTAL NET INCOME: NIS 9,300 (5,800 + 3,500)	
Child care	NIS 2,000
Arnona (municipal tax)	NIS 300
Mortgage	NIS 300
Insurance	NIS 1,700
Utilities	NIS 400
Food	NIS 1,200
Clothes	NIS 300
Leisure	NIS 200
Misc	NIS 300
Total expenses	NIS 5,800
Net disposable	NIS 3,500
DAVID'S INCOME STATEMENT	
Gross	NIS 12,700
Less: Income Tax	NIS 4,450
NII	NIS 635
NHI	NIS 635
Pension	NIS 310
Keren	NIS 242
Total	NIS 5,800

MONEY NOTE

Israel Discount Bank announced on Sunday that it is offering two new two-year savings plans called *Tesira Advantage Abroad*. The plans promise the saver linkage of his principal to the consumer price index while his return is achieved one of the following ways:

1) Participating in the rise of the Standard & Pears 500 Index (an index comprising the 500 largest

publicly traded US stocks). At the end of the two-year period the saver is guaranteed receipt of principal plus the rise in the CPI, plus the rise in the S&P 500 in the first year less 3%, which is then linked to the CPI in the second year.

2) Participating in the rise in the index of long term US Treasury Bonds plus a 2% bonus. At the end of the period the saver is guaranteed to receive his principal plus linkage to the CPI plus the rise in the long term US Treasury Bill in the first year plus a 2% bonus on the nominal principal (ie. how much you originally deposited) linked to the CPI, plus linkage in the second year on your

bond profit in the first.

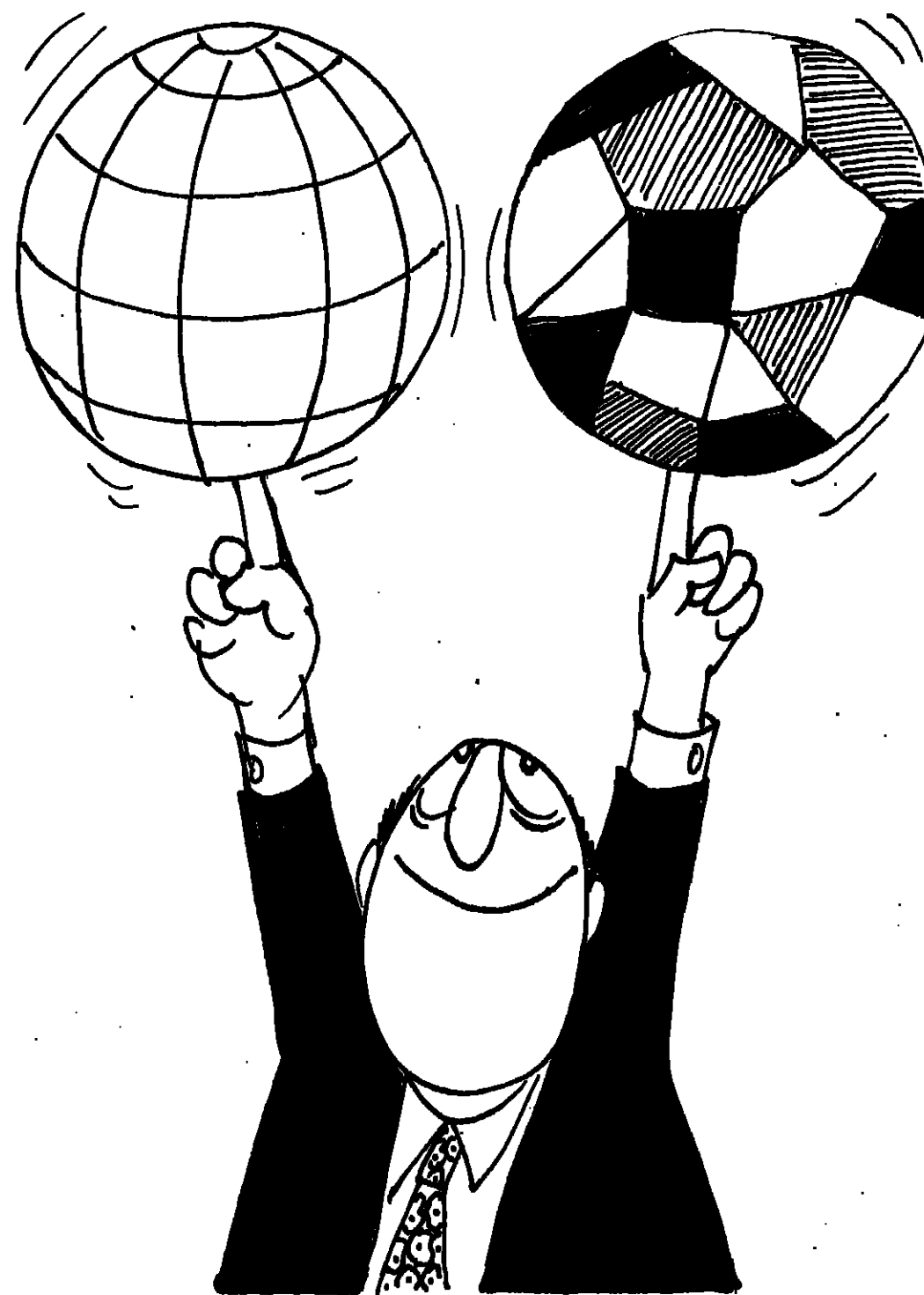
The bank says that the program is tax and commission-free and that it has set a limit on the sums it will take into the plans.

The tax-free nature of the plans is an advantage, at least for 1) above, where profits on an investment in S&P futures or in an S&P index mutual fund would be liable to a 35% tax here. Still, you should be wary of these types of plans since the biggest winner is usually the bank itself, and it usually pushes the plan when the underlying product (ie. the US market) has been doing well (and may do less well in the future). Beyond the tax benefit,

you might be inclined to put 50% of your intended savings into a regular two-year savings plan and 10% in an S&P index fund (if you wanted exposure to the US market).

STOP PRESS

As we went to press Meuhedet contacted us to say that it is about to announce changes to its Meuhedet nursing care plan. We will publish the details as soon as we've studied them, either in a future issue or in the daily newspaper.



THE BEST OF BOTH WORLDS

Should your stocks portfolio be concentrated or diversified?

By James K. Glassman

How many different stocks should you own? If you have total confidence in your ability as a stock-picker, then the answer is simple: One is all you need.

Of course, only a fool or a genius has such confidence. For the rest of us, diversification is the answer. That way, if you do have a big loser, there's a good chance you'll have enough winners to balance it.

But don't go overboard. I see diversification as a necessary evil; use as little of it as you can afford. How little? According to economists who have studied the subject, about eight to 10 stocks are all you need.

If you own 10 stocks, the risk in your portfolio—that is, the severity of annual ups and downs, as measured by "standard deviation"—is nearly the same as if you owned 100 stocks.

In fact, owning just four stocks is about 40 percent less risky than owning one stock, according to what economists call "modern portfolio theory." But owning 500 stocks is only 60 percent less risky.

I'm using "risk" here in its dry, mathematical sense. But there's another kind of risk that awaits investors who put their eggs in too many baskets.

James Gipsen, who manages the Clipper Fund, based in Beverly Hills, California, explains: "If you are intellectually honest with yourself, you'll admit that you don't have that many good ideas. So you serve your clients better by concentrating on your best ideas."

As an individual, you serve yourself better with the same strategy. Keep it simple. Keep it manageable. If you buy too many different stocks, you won't be able to keep track of what you own—or what you should buy or sell next.

Gipsen's track record shows that concentration pays off. Tax laws and Securities and Exchange Commission regulations force mutual funds to diversify to such an extent that it's rare to find a fund that owns fewer than 30 or 40 stocks. But, at the end of April, Gipsen's Clipper Fund owned just 14, compared with more than 100 for most popular funds (at last count, Fidelity Magellan owned 506).

In addition, more than three-quarters of Clipper's assets are invested in just two sectors—finance and consumer products—and more than one-half of the assets are in just six stocks: Fannie Mae, Mortgage Corp., Federal Home Loan PepsCo Inc., McDonald's Corp., Morgan Stanley Group Inc. and Bear Stearns Cos.

Clipper is up 22 percent so far this year and has produced average annual returns of 14 percent since 1985. Its risk rating over this period is actually lower than that of the average stock fund.

ANOTHER SUCCESSFUL proponent of non-diversification is Ken Heebner, who manages three funds that each have only 26 stocks in their portfolios. That particular number, he told me, is mere coincidence, but his policy of concentration is not.

"I look at a lot of stocks," he

says, "and I see tremendous differences among them. Often, for instance, I see 20 stocks with much greater potential than the next 50 stocks. Why should I buy all 70? I would just be diluting my portfolio."

One of Heebner's funds, CGM Capital Development, has returned an average of 19 percent annually over the past 10 years, but it's closed to new investors. Still open is COM Mutual, which has returned nearly 15 percent. Its top

holdings are Citicorp, Hewlett-Packard Co. and British Steel. Heebner prefers a concentrated fund for practical reasons as well. He can give much closer attention to individual stocks with a portfolio of 20 companies than one with 200. Here, he reflects John Maynard Keynes, who was not only a great economist but a great investor.

Warren Buffett, another advocate of "few over many," quoted Lord Keynes in the 1991 annual report of Berkshire Hathaway.

Inc., the holding company Buffett chairs, saying: "As time goes on, I get more and more convinced that the right method in investments is to put fairly large sums into enterprises, which one knows something about.... It is a mistake to think that one limits one's risk by spreading too much between enterprises about which one knows little and has no special reason for special confidence."

Buffett has shown how well this theory works. He has invested 80

percent of the assets of Berkshire in the stock of just nine companies (including, by the way, The Washington Post Co.).

"An investor," Buffett says, "should act as though he had a lifetime decision card with just 20 punches on it. With every investment decision, his card is punched, and he has one fewer available for the rest of his life."

But concentration isn't the holy grail. The Gintel Fund, for example, owns just 19 stocks, and its top five holdings account for 42 percent of its assets. But it has returned a mere 3.8 percent annually since 1980, and has beaten the broad market in only one of the past six years.

The simple truth is that concentration only works if fund managers—and individual investors—pick the right stocks.

Diversification, on the other hand, can work even for investors who lack good judgment, since the market over time consistently returns about 10 percent annually.

Morningstar Inc., the financial publisher, conducted a study a year ago to find whether there was a link between concentration and performance. In other words, did mutual funds that put large portions of their money into only a few stocks do better than funds that spread their cash around?

The study found that more-concentrated funds "show slightly lower returns in aggregate than better diversified funds." For example, the 30 percent of funds that had the least diversified portfolios returned an average of 13.1 percent over the five years studied. The 30 percent of funds that were most diversified returned an average of 14.6 percent.

But don't assume, on the basis of this study, that diversification is always more desirable than concentration. "A compact portfolio," Morningstar says, "is great if you can find one of the real winners." More important than finding a concentrated mutual fund is constructing your own tight portfolio. My advice is to lean toward large companies (which are easier for small investors to understand and analyze) that represent good value (that is, their shares are reasonably priced based on their profits and their assets).

It's also vital for the small-portfolio investor to buy stocks for the long haul and to avoid the temptation to dump them when the going gets tough. A brand-name portfolio may give you the courage to hang in there.

A good way to start is by looking at the holdings of an excellent concentrated fund such as Yackman. Its top six holdings are Philip Morris Cos., Bristol-Myers Squibb Co., Fruit of the Loom Inc., Loews Corp., United Asset Management Corp. and UST Inc.

Another strategy for the non-diversifying small investor is to put half of the money you're devoting to equities into only a few stocks (say, four or five) and put the other half into broad mutual funds that mimic the performance of the market as a whole and charge low expenses. That's the best of both worlds.

The Washington Post

MAY 24, 1995

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2 THE JERUSALEM POST MONEY MAGAZINE



GETTING BACK ON TRACK

Scitex is busy developing new technologies as it tries to resume its stellar growth of the early 90's.

By Lewis Harris

Imagine a world-class athlete who has dominated his distance but starts to lose his touch. The legs lose a little spring, the competition becomes that much tougher. The athlete continues to win some, lose others. After a period of retrenchment he announces that he will move to a new distance where his experience and fast finish can take him to the front again. Pundits welcome the move, but are cautious over whether the athlete can make it, or whether this is just another much-heralded comeback which will quietly fade into obscurity.

The analogy is a reasonable approximation of Scitex's fortunes over the past two years and where it stands now.

Two years ago Scitex was on top of the world. It dominated the color electronic prepress systems business, which it pioneered. It was growing rapidly; its profit margins were impressive; International Paper had just bought a 12% stake for \$209 million; the company was flush with cash and the darling of Israeli and American investors. And it had a share price to match.

Then, in July 1993, the company said that a shortfall in European sales would hit second quarter profitability. Shocked investors dumped the shares, which lost a quarter of their value within a day and continued to slide thereafter. From a peak in the mid-\$40s, they slid as far as \$15, though they currently trade at around the \$20 level.

Scitex's revenues have continued to grow, but a more competitive environment has kept the pressure on its profits. While not abandoning its "traditional" prepress business, the company is now pinning its hopes on technologies centering on two of the newest buzzwords — multimedia and digital. It has also used a chunk of its cash hoard, which might have been used to boost the share price, on a slew of acquisitions which it sees as the springboards for those technologies.

Since 1990 the company has completed five major acquisitions, which in 1994 generated combined revenues of \$219m., or 31% of Scitex's total revenues.

According to US brokerage firm Lehman Brothers, Scitex has close to 50% of the high-end market for color electronic prepress equipment and about 20% of the mid-range market, a segment it has targeted for expansion in recent years.

Scitex's prepress equipment business accounted for \$500m., or about 70% of the company's sales in 1994. (Service and supplies accounted for another \$126m. or 18%, while digital printing and video equipment made up the rest.) That \$500m. can be broken down into four main categories: image input (11% of total sales), editing equipment (23%), imagesetters and platesetters (27%), and proofing equipment (9%).

The image input products are scanners which capture color and black and white images and text from a variety of sources. Sales in this area were boosted by 37% to about \$82m. in 1994 as the company's Smart 340 scanners, which sell for about \$40,000 for a fully configured system, sold well.

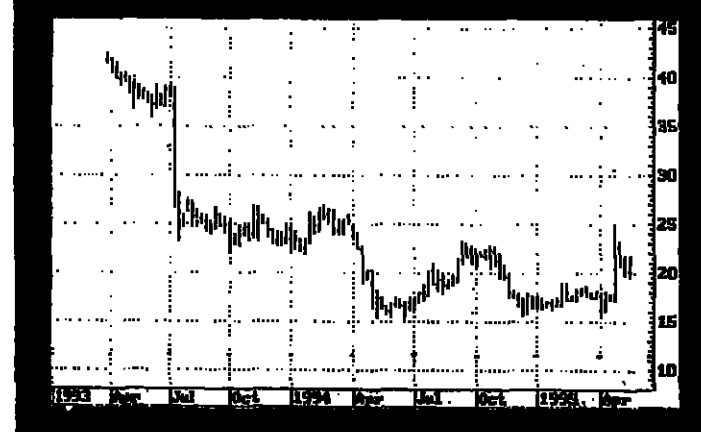
SCITEX HAS recently introduced its new Smart 342 as a follow-up, and also sells the Leafscan 45, a tabletop scanner that sells for about \$15,000, and the Lumina, a camera scanner priced at about \$5,000.

A new area in image input that Scitex is targeting is digital photography, currently a \$25m. business for Scitex. The Leaf Digital Camera Back, for example, priced at around \$30,000, is mounted on 100-125mm cameras and connected directly to a Macintosh computer. It enables images to be captured electronically (without film or chemicals) and displayed directly on the Mac where they can be modified (or printed).

In the editing market Scitex manufactures a range of workstations used for page assembly and color manipulation. These work-



SCITEX SHARE PRICE



stations allow users to integrate and manipulate text and graphics, and make up pages on-screen that used to be cut and pasted by hand.

Workstations used to represent 40-50% of Scitex's business but have now fallen to 10-12% as users have shifted to ever cheaper desktop systems. Scitex has responded by putting increased emphasis on client/server based systems including a high performance data and archive management system called the Ripro Archiver.

Lehman projects that sales of these newer products could help reverse the decline in workstation sales which fell 22% in 1994 to \$160m.

By contrast to its workstation business, imagesetters have continued to perform well for Scitex, with sales up 18% in 1994 to \$190m. Lehman anticipates that this growth will continue in 1995. Imagesetters output high-resolution color separation films which are used to prepare the plates that go on the printing press.

Sales of proofing products also continue to thrive. These are ink-jet printers manufactured by Iris Graphics, which was acquired in 1990, and whose sales have increased nearly eightfold since then to nearly \$100m. (including consumables) in 1994.

Scitex remains a market leader in its traditional prepress business and continues to develop it. The problem is that the business has now matured. It is growing at no more than 8-9% a year, and margins are declining as competition intensifies and cheaper alternatives nibble away. Every year since 1991 Scitex's gross margins have slipped — from 61.6% then to

59.9% in 1992 to 54.6% in 1993 to 52.3% in 1994. Operating margins are down from 28.5% to 10.1% while net margins are down to 9.1% from 23.4% in 1991. Hardly the stuff of which growth stocks are made.

Scitex is pinning its hopes of regaining growth stock status and raring on the digital printing and video markets which are still in their infancy. It has invested heavily in digital printing. In addition to Iris, which manufactures several ink-jet printers, Scitex in June 1993 acquired Eastman Kodak's Dayton operation, now renamed SDP, which makes several high-speed black and white printers. In 1994, digital printing sales totaled \$96m.

One of the developments likely to drive forward this segment of Scitex's business is a strategic alliance signed with Xerox Corp earlier this month whereby the companies will jointly develop a series of products for the on-demand, digital color printing market.

The first product to grow out of this relationship, the Spontane, was unveiled at Drupa, the commercial printers' trade show in Germany at the beginning of the month. Spontane, which can turn out 40 pages a minute, is designed for the color printing of flyers, brochures and pamphlets. Lehman estimates that sales of digital printing products can increase 25% to \$120m. this year. In any event, the market liked the Xerox alliance and Scitex's shares surged 20% in the wake of the announcement.

The digital video market is even younger than the digital printing market, though Scitex believes

that the digital video market is about five years behind the graphic arts industry in adopting technologies that enhance productivity, and that the problems facing video and multimedia production companies are similar to those facing the prepress industry, namely reducing the bottlenecks in production and programming.

In order to address this opportunity, Scitex acquired ImMix in September 1994. ImMix is a manufacturer of nonlinear digital video editing systems, primarily the VideoCube, a single solution workstation that enables users to edit video, mix digital audio and add special effects and character generation in real time. ImMix generated sales of about \$8m. in the fourth quarter of 1994 and Lehman estimates that it can generate \$30-\$35m. in 1995.

Adding revenues, whether organically or by acquisition, is not going to be enough to satisfy the doubters. The company has an unbroken record of top-line growth — last year revenues grew to \$704m. from \$623m. in 1993 — but lately this hasn't done much for the bottom line. They will need to expand margins and get back on a profits growth track, on the way to double digit earnings growth. Until then the company will continue to command no better than its current rating of about 13 times forecast earnings.

As it is, analysts are looking for higher earnings this year. Peter Enderlin of Smith Barney is looking for profits in 1995 of about \$74m., or \$1.73 a share (shaved after first quarter earnings slightly lower than forecast). Lehman Brothers has forecast profits of around \$70m. or \$1.64 a share.

While there are several causes for optimism, on which (naturally bullish) analysts base themselves, there are also some worrying issues. The good news is that first quarter sales were strong in Europe (up 23%, though 10% of this was due to favorable currency movements) and the Pacific Rim (up 11%) while the company reports strong interest at Drupa with firm orders of at least \$40 million and a good response to Spontane.

However, Scitex continues to experience problems in the US, where traditional color prepress system sales were weak — about 30% below expectations — and the company changed top management of Scitex America. And overall gross margins dropped to 49% from 53.1%, the first time they have fallen below 50%. Gross margins on product sales slid to 53% from 56.3% and gross margins on service to 33% from 39%.

While the Xerox announcement showed how quickly it can rise if investors regain their faith in the company, it is hard to see the stock taking off since analysts are only looking for long-term growth in the mid-teens. That said, with such a strong balance sheet, the downside from here is probably no lower than the company's book value of \$16 per share. But, for all its impressive technology, it is hard to make a convincing case for buying the stock. There are cheaper value stocks and sexier growth stocks out there.

The crowd gathered around an elderly Japanese gentleman outside the Tel Aviv Hilton ballroom, holding out their copies of his book, which he obligingly autographed.

But Dr. Genichi Taguchi wasn't a visiting literary figure surrounded by his readers. He is an artist of a different sort, the kind that has helped develop Japanese industry into a world leader. The crowd around him were admiring engineers and executives from all branches of industry.

The book was *Quality by Design*, the first English-language tome which lays out the so-called "Taguchi methods."

Taguchi's means of maximizing quality have become standard in Japan and are gaining widespread acceptance and popularity in the US. He was brought here for a recent day-long "Taguchi Quality Conference" to offer his pearls of wisdom to Israeli industry.

Quality is a hot topic these days, in both industry and government. In 1994, the Prime Minister's Office set up the National Center for Quality and Excellence — one of the sponsors of Taguchi's visit. Several Israeli managers have been trained in the US by the American Supplier Institute (ASI), an organization (run by Taguchi's son, Shin) devoted to helping companies improve their competitive position. Israeli companies who have used Taguchi tools include Motorola and Rafael.

Dr. Zigmund Bluvband, president of Advanced Logistics Developments, the consulting firm/software house which organized the local conference and which plans to conduct ongoing training sessions here on Taguchi methods, says that quality is becoming more and more vital as Israeli industry becomes increasingly export-oriented.

"There is a growing awareness of the need for quality systems, largely because of the interest in getting ISO 9000 — that is, meeting the standard required to export to Europe," Bluvband said. "Without meeting ISO 9000, you can't sell a sink or a faucet in Europe — you can't enter any kind of significant bid."

The father-son team of Genichi and Shin Taguchi came to Israel after visits to China and India. Genichi Taguchi is the president of Ohken Associates in Tokyo, while his son handles ASI in the US. The two men's styles reflect the difference in their generations: The older Taguchi wears a suit, while Shin dresses in a polo shirt and slacks.

Shin's manner is far less formal than that of his father and his English more idiomatically. He often refers to his father affectionately as "Dr. T." Though they were in Israel for



Taguchi and Son: Making Japanese theory work for Jews

THE TAGUCHI METHOD

only two days, they managed to fit in an excursion to Jerusalem and the Dead Sea. The elder Taguchi even joined his son for a brisk swim in the salty water.

FOR non-engineers, the details of Taguchi's methods are a bit complex to grasp. But the theory is based around the proposition that there are two kinds of variables when creating a product — control factors and uncontrollable variables. Products should be designed to be as "robust" as possible, that is "resistant to the uncontrollable variables," says Taguchi Sr. Creating that optimum design is achieved through a series of small-scale laboratory experiments.

For example, in the case of car companies developing a brake, Taguchi outlines how great thought should be given to each element and variable in creating a brake. This is better than building a finished product quickly, then subjecting it to extensive and expensive testing and inspection.

The whole point is to make the initial design of a product-line as foolproof as possible so that engineers don't waste their

The whole point is to make the initial design of a product as foolproof as possible.

By Allison Kaplan Sommer

time, and companies their money, on what Taguchi calls "fire-fighting," that is, responding to flaws in the design that come along later in the manufacturing process or even after the product is on the market.

"You reduce the need for trouble-shooting because you prevent the troubles you need to shoot," says Shin.

In his lecture at the conference, Shin asked the crowd that filled the Hilton ballroom: "At Ford, the engineers there told me they spend 70-80 percent of their time fire-fighting. How much time do you spend doing that here in Israel?"

An audience member called out, "100 percent!"

According to Taguchi's theory, poor quality products end up costing their producer money, not saving it. His definition of quality is the size of the loss of money between the time of production and the time the customer receives it.

"Before this, people gave the conventional definitions of quality: fitness for use, conforming to specifications," says Shin Taguchi. "But from a manager's point of view that is nonsense. If you say a product is bad it's one thing. If you say that the product is such that it will cost a \$2 million loss they understand."

In other words, the philosophy is the opposite of "you get what you pay for."

This unlocks the riddle as to why many Japanese products both cost less and are higher quality than their American and European counterparts.

TAGUCHI'S CAREER parallels the revolutionary change in Japanese industry from a backwater to that of a world leader. After World War II, American military forces in Japan found a technologically backward country. The most blatant evidence of this (which inconvenienced the Americans) was the primitive state of telecommunications. So the US forces initiated Electronic Control Laboratories (ECL) to help the country improve its telecommunications.

Taguchi, then a 25-year-old engineer, was put in charge of training those engaged in research and development at ECL, and worked on adapting optimization techniques for the industry. The company was working on development of a telephone switching system, the same product that Bell Laboratories was working on at the time. Although Bell Labs had a bigger budget and more manpower than their Japanese counterparts, within three years the Japanese system was so far superior to Bell's that AT&T ended up purchasing it.

After 12 years of developing his ideas at ECL, Taguchi went to the US to Princeton University as a visiting scholar, and then returned to teach at Tokyo University. On the side, he consulted for a growing number of companies including major steel concerns, Fujii and Toyota. These Japanese firms were motivated to try his methods to compete with the higher quality of products made in the US and Europe.

As history shows, since the 1960s, the Japanese have not only caught up with, but surpassed the foreign competition.

In the late 1970s the Ford Motor Company began to examine what they were doing wrong and the Japanese were doing right. This exploration led them to Taguchi and his methods, which they began using successfully. In 1980, ASI was established as a training center for companies who supplied Ford. Today, the company is independent of Ford, though they still have an ongoing relationship.

According to Shin Taguchi, over the past two years the company has been engaged in 63 different projects. He says that he spent much of the 1980s helping companies solve specific design problems that were cutting into their profits.

But as the Taguchi gospel is sinking in, he says, there is more and more interest in bringing in the expertise to learn how to prevent such problems. "The 'in' words for

the 90s are 'pro-active, built-in reliability and upstream robust design,' he says.

The Taguchis estimate that losses incurred due to poor quality in industry are an estimated 20-25 percent. This means, they say, that use of their quality assurance methods could mean an extra \$2 billion for the Israeli economy. Perhaps that is why those who attended Taguchi's conference were listening so attentively.

Bluvband, who has worked in quality and reliability assurance, both at Tadiran and Israel Aircraft Industries, and who served as the president of the Israeli Society for Quality from 1989-1994, is convinced such methods hold the key for the continued success of Israeli industries.

"Usually there are brilliant Jews who come up with wonderful abstract theories and then other, more pragmatic Jews who are able to translate these ideas into methods that can benefit people. This is what's happening here, only this time it's Japanese, not Jews. Taguchi has really found a way to make a complex theory work for business."

No PANACEA

A consumer's guide to the health funds' current offers might help to clarify the complexities. But it might not.

By Neil Cohen

If you like picking your way through mazes, read on. You can suffer with some knowledge.

Most of us had enough trouble understanding the National Health Insurance (NHI) law and forming a view of whether it was a good deal or not. Trying to figure out the different supplementary health insurance (*bituah mashlin*) schemes leaves one with the sense that NHI offers coverage with more holes than Swiss cheese.

That, though, is predicated on your being able to plow your way through a description of even one of the health funds' supplementary insurance guides, let alone all four. (Maccabi has two different schemes.)

Right now, the guides (with the exception of Clalit) and the funds are very vague about what is on offer. They too have yet to figure out how — and if — NHI is going to work, and are all waiting to see what the competition does.

Only next year, when they are allowed by the Health Ministry to rejig the supplementary schemes and start to fill in the blanks, will consumers be in any real position to judge and choose.

The schemes currently offered by the four funds cover largely the same areas:

1. Private consultations and operations
2. Post operative care/convalescence
3. In vitro fertilization
4. Operations abroad
5. Child development
6. Cardiac diagnosis and monitoring

Other areas covered by some of the funds include nursing care, complementary medicine and dental treatment.

The chart list details according to category what each fund offers.

MONTHLY COST OF PLAN MEMBERSHIP

As each fund has different age groups direct comparisons are difficult.

CLALIT:	Age	Per person
	0-18	NIS 5
	19-49	NIS 19
	50-59	NIS 25
	60-64	NIS 25
	65-69	NIS 45
	70 +	NIS 55

LEUMIT:	Age	Per person	Per family
	21-35	NIS 14	NIS 25
	36-55	NIS 22	NIS 38
	56-65	NIS 29	NIS 49
	66 plus	NIS 34	NIS 59

KEREN MACCABI:	Age	Per person
	18-29	NIS 10
	30-99	NIS 20
	students:	NIS 5

There is no charge for non-working spouses or children up to the age of 17.

MACCABI MAGEN:	Age	Per person
	up to 24	NIS 5
	25-45	NIS 10
	46-60	NIS 13
	61-70	NIS 15
	71 plus	NIS 17

MEUHEDET:	Age	Per person
	up to 28	NIS 18
	28-55	NIS 20
	55 plus	NIS 25
	Family	NIS 30

(surcharge of NIS 5 for each family member over 55)

	CLALIT	LEUMIT	MACCABI	MEUHEDET
Private consultations and operations	Covers consultations with specialists who will perform the operation, including major surgery, and the cost of hospitalization. Covers the use of a private hospital up to 120% of the Ministry tariff. There is a deductible. Waiting period, 30 days.	No details on second opinion. Covers private operations by private surgeons either at public hospitals or at private hospitals associated with the fund. No details on deductible. Leumit generally has a waiting period of six months for new members.	Keren Maccabi offers unlimited free consultations with Maccabi specialists. Maccabi Magen covers up to three consultations a year with any top specialist at up to 75% of Hadassah University Hospital's highest <i>sharav</i> (private medical service) rate. Keren Maccabi covers operations by Maccabi surgeons in Maccabi-related private hospitals. Maccabi Magen allows you to go to any surgeon up to between 130 and 188% of the Health Ministry tariff.	Covers one second opinion consultation with the top physician of the patient's choice. Post-operative care.
Post operative care/convalescence	Covers members hospitalized for more than 10 days for heart, brain, stomach or transplant surgery. Waiting period, 30 days.	Covers members hospitalized for over 15 days for seven days of convalescence at a rate of NIS 75 a day.	Keren Maccabi covers members hospitalized at the fund's expense for eight consecutive days or more at a current rate of NIS 140 a day. Maccabi Magen offers the same coverage and will also cover a stay in the Basel Hotel's convalescent facility in Tel Aviv.	Covers members hospitalized for more than 10 days for heart, brain, stomach or transplant surgery. Waiting period, 30 days.
In vitro fertilization (NHI covers IVF treatment at a public hospital for the first two children).	Covers 75% of the cost of IVF treatment, up to a maximum of \$500 for couples who are at least two children. The fund also covers the cost of the first two children. There is a 12-month waiting period after joining.	Covers 80% of the cost of IVF treatment at private hospitals affiliated to the fund for an unlimited number of children.	Keren Maccabi covers 33% of the difference in cost between treatment in a public hospital and that of a private hospital affiliated with the fund for the first and second child. Maccabi Magen will cover treatment for an unlimited number of children, and 83% of the differential cost for the first two children and 50% subsequently. The cap is NIS 50,000.	Covers 33% of the difference in cost between treatment in a public hospital and that of a private hospital affiliated with the fund for the first and second child. Maccabi Magen will cover treatment for an unlimited number of children, and 83% of the differential cost for the first two children and 50% subsequently. The cap is NIS 50,000.
Operations Abroad	Covers the cost of heart, lung and liver transplants abroad up to \$170,000, kidney and bone marrow transplants, cancer therapy and other, undefined, special treatment up to \$50,000.	Covers heart, lung and liver transplants abroad up to \$170,000, kidney and bone marrow transplants, cancer therapy and other, undefined, special treatment up to \$50,000.	Keren Maccabi covers medical expenses over and above those offered by the NHI basket for transplants abroad up to \$170,000, cancer treatment or other vital operations up to \$70,000, operations to save hearing or sight up to \$70,000; other operations where otherwise disability of 75% or more may result also up to \$70,000. Maccabi Magen also covers other operations up to \$25,000.	Does not cover operations abroad. It only covers ancillary expenses, flight and living expenses up to \$20,000 per year.
Child Development (the basket covers 18 treatments a year)	Covers up to 60 treatments a year in the same areas as Clalit.	Covers up to 60 treatments a year in the same areas as Clalit.	Keren Maccabi covers the cost of six-year-olds for up to 42 more sessions a year (depending on the severity of the problems) with parent participation in the cost (NIS 16-32 a month). Maximum coverage is NIS 4,031 a year. Maccabi Magen offers an additional year of treatment for 12-18 month-olds.	Covers up to 60 treatments a year in the same areas as Clalit.
Cardiac Diagnosis and Monitoring	Covers provision of a cardiologist for up to six months for members who have had a heart attack or bypass surgery.	Covers provision of a cardiologist for up to six months for members who have had a heart attack or bypass surgery.	Covers provision of a cardiologist for up to six months for members who have had a heart attack or bypass surgery.	Covers provision of a cardiologist for up to six months for members who have had a heart attack or bypass surgery.

OTHER SERVICES COVERED

CLALIT

Complementary Medicine: acupuncture, homeopathy, bio-feedback, chiropractic treatment. 60% of cost up to NIS 50 a session, for 10 sessions a year. 12 month waiting period.

Nursing Care: Members who are unable to perform unaided four out of six daily functions will be covered for 60% of the cost of institutional care up to a maximum of NIS 5,000 a month for people under 49. Coverage falls, as members get older, as low as NIS 1,500 for people over 75. There is also cover for in-home nursing care. The maximum length of time during which benefits will be paid is 36 months.

Preventive Dental Treatment: If carried out at a Shelah clinic or one connected with Dikla, members qualify for a 25% discount.

LEUMIT

Complementary Medicine: There is a 40% reimbursement for services as per Clalit list plus reflexology.

Nursing Care: For five years. The fund will pay a member NIS 2,750 a month for the first three years and NIS 1,650 a month for the next two years (subject to waiting period).

Dental Care: Varying discounts on various treatments.

Slimming: Up to 50% coverage for treatment under medical supervision of high cholesterol, high blood pressure, etc.

Preventive Medicine: mammography, from age 45, once a year; endoscopic examinations; Pap smears, etc.

MACCABI

Nursing Care: Keren Maccabi provides coverage of up to NIS 3,000 a month but no more than 40% of a patient's expenses for up to 60 months in an institutional setting, or up to 25 hours a week of in-home care. Maccabi Magen adds a further \$1,000 a month to the above sum, on condition that the sum does not exceed 80% of the patient's actual expenses. The plan makes up the Keren Maccabi in-home care to 35 hours a week. In any event, the cumulative portion paid by Maccabi Magen will not exceed \$25,000. New members joining after reaching the age of 70 are not covered.

Dental care: One free annual check-up under Maccabi Magen and discounts ranging from 5% at Keren Maccabi to 65% under Maccabi Magen for a variety of dental treatments.

MEUHEDET

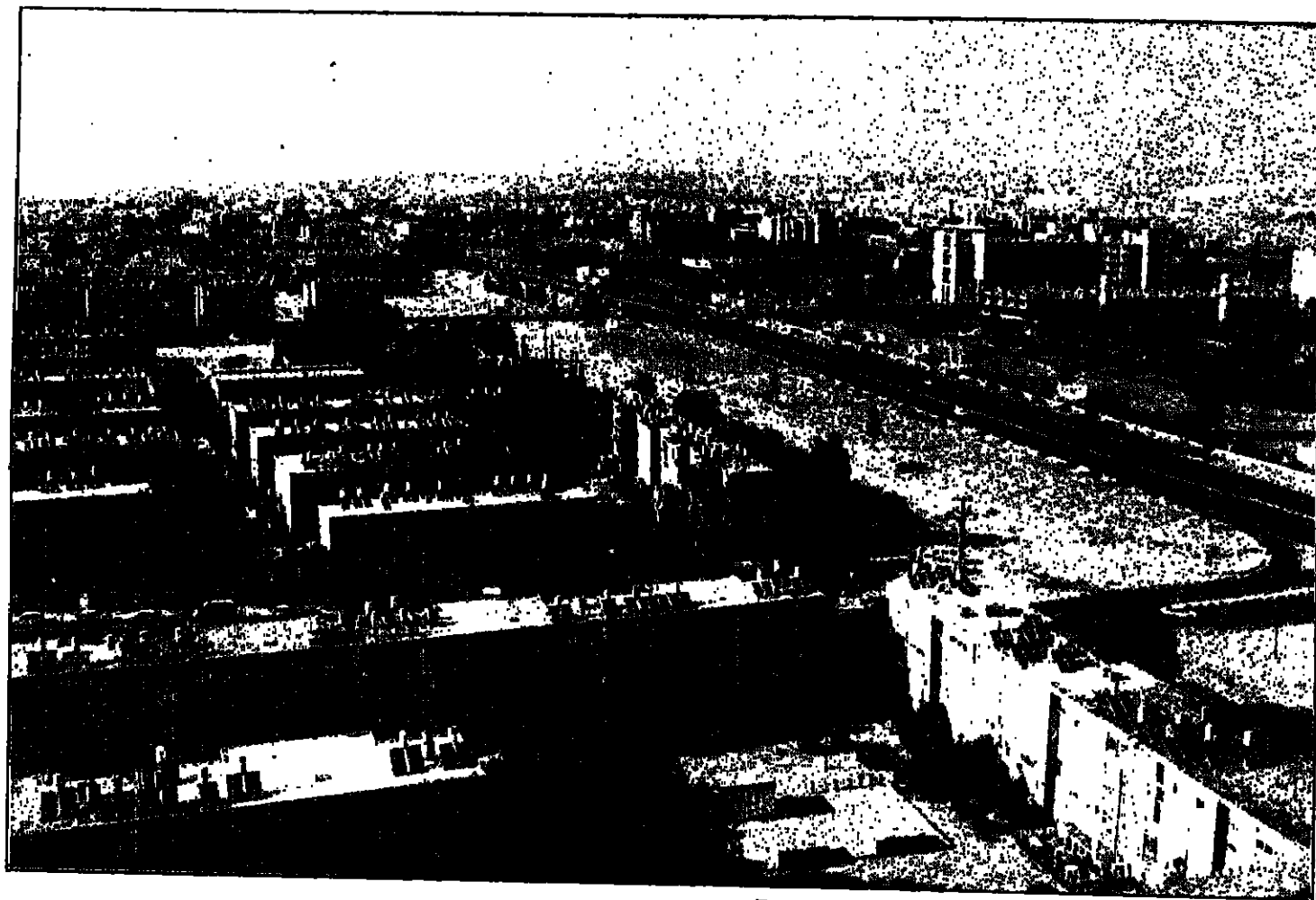
Dental care: Emergency dental care at the fund's clinics is covered while most other treatment is available at a 15% discount. Medicines not covered by NHI: Meuhedet will pay up to 50% of the cost of these.

Home visits: At a cost of NIS 55 per visit members can have a pediatrician, general practitioner or internist visit them at home between 8 p.m. and 7 a.m., if their ailment cannot wait for examination the following day.

Nursing care: Meuhedet members can, after a four month waiting period, join Meuhedet Gold. This provides coverage nursing care for up to 60 months for members who cannot perform the six basic daily functions unaided for a thirty-day, self-funded, waiting period. Members are entitled to up to one month for the first three years and, if the condition persists, a maximum of NIS 1,650 a month for two more years. Coverage is free for members below 35; those 35 and over pay between 5 and 20 shekels a month per person.



THE DESERT BLOOMS



Demand for housing near Ben-Gurion University is high.

Given the high price of its land, Beersheba could be mistaken for a popular seaside town offering a high quality of life. But the desert capital is nothing like Herzliya Pituah or even Ashkelon. There is little night life and it's far from the center of the country.

Though it might seem surprising, several months ago Beersheba was declared the leading city in the country in terms of residents' satisfaction. Yet potential property buyers are deterred by the high cost of land, which starts at about \$90,000 for a half-dunam plot. Real estate agents say that people prefer to buy private houses in Ashdod and Ashkelon, which are closer to the center and are gradually turning into popular tourist resorts.

According to Golan Real Estate Agents, demand for second-hand apartments is high, especially for small, two- and three-room apartments priced at less than \$100,000. There is less demand for four- and five-room apartments, partly because of the large number of new apartments available for sale.

Engineer Zvi Talyosef says apartment prices have risen 70% in the last three years. The average price of a two-room apartment has risen from \$60,000, while a three-room villa has risen from \$80,000 to \$120,000. In the last few months, the price of a four-room villa has remained flat, reflecting the slowdown in the real estate market.

estate market.

According to Talyosef, there is a shortage of apartments for rent in Beersheba. Real estate agents say the rent of a three-room apartment close to Ben-Gurion University has gone up about 15% in the last two months to \$300-\$330 per month from \$250-\$300.

A large number of tenants are university students and new immigrants. The city absorbs about 200 new immigrants each month. Renters also include contractors who need apartments to accommodate building workers, and also businessmen who rent houses for office use.

Since 1990, Beersheba's population has grown from 110,000 to 160,000. New immigrants represent about two-thirds of the newcomers. By the year 2000, about 200,000 people are expected to live in Beersheba.

Talyosef claims that the city no longer suffers from negative emigration, which is a tribute to the municipality's progress in solving the city's housing and unemployment problems.

"Up until 1990 we suffered from negative emigration, as residents moved to more developed cities, with a wider variety of housing, employment and entertainment options," he says.

Beersheba covers 55,000 dunams, including 35,000 dunams of built-up land. Industrial land accounts for about 3,500 dunams. Talyosef says eight new neighborhoods, comprising about 12,000 new apartments and houses, have been developed in

The country's leading city in terms of residents' satisfaction is... Beersheba!

By Galit Lipkis Beck

the last three years, and another 4,100 homes are to be built. Most of the new building will consist of large apartments and cottages, reflecting the municipality's desire to attract wealthier residents.

Several months ago, the Ministry of Housing published a tender to market plots for construction of Build Your Own home neighborhoods in the Ramot district in Beersheba. But prices were high, reaching up to \$90,000 for a half-dunam plot. Real estate agents say a similar sized plot in the same neighborhood was sold for \$40,000 last year.

Manager of the Ilan real estate agency Ilan Benishli says there is no justification for such high prices. In an attempt to solve the problem, Benishli, supported by MK Silvan Shalom, sent letters of protest to Housing Minister Binyamin Ben-Eliezer. As a result, the ministry published a corrected tender, offering land at lower, but still expensive, minimum prices.

"I am in the midst of a battle with the Ministry of Housing and Development. The situation is

chaotic," says Benishli.

By the end of 1995, the Ministry of Housing plans to market 700 plots of land in the Neveh Ze'ev neighborhood and about 300 plots in the Neveh Lene district.

Beersheba's recent development has also included an increase in commercial property starts. Entrepreneur David Azrieli has plans to construct a 9,000 sqm. office tower above the 20,000 sqm. Negev shopping mall. The developer also plans to expand the mall's commercial area. Another shopping mall, including 10,000 sqm. of retail space, will soon open in the city's Vav district.

Other current construction includes the city's 16-story court building and the government offices building, which will include 40,000 sqm. of space. Six primary schools and two high schools are also under construction.

Talyosef says there are future plans for construction of additional office buildings, a private hospital, a new medical faculty and a theater.

The municipality also has plans to increase tourism by investing in

new hotels and renovation of its old city. Israeli businessman Yitzhak Teshuva plans to construct the city's first luxury hotel which will contain 240 rooms.

While many of the city's residents object to the development of additional industrial zones, there is high demand for industrial space, mainly because of the high cost of industrial land in the center of the country. About 800 dunams have already been occupied in the Emek Sarah B industrial zone while another 550 dunams are currently being developed in Emek Sarah D.

According to Talyosef, Beersheba continues to suffer from an inadequate transportation network to the center of the country. He says it is necessary to develop a railroad which will give residents access to Tel Aviv and the north.

Anglo Saxon real estate agency has opened its first branch in Beit Shemesh in the Givat Savyon shopping center. Most of the apartments offered for sale will be in the Givat Shareit, Givat Savyon, Water Tower and Ramat Beit Shemesh districts. Anglo Saxon said the price of a three-room apartment in Beit Shemesh starts at \$90,000 while the price of a four-room apartment starts at \$110,000.

Paz plans to sell 4,533 sqm. of office space in Haifa. The company is selling its former office building in the Gefen district. The company is also selling a stone house in the German Colony.

Apartment prices are expected to rise sharply by the end of the year because of high interest rates, says Mordechai Yona, president of the Contractors Association. According to Yona, the construction sector requires NIS 20b. in short-term loans.

Contractors' demand for agricultural land in the Sharon region is very high, reflecting their expectations that lands will be rezoned to housing and industry, according to Maldan, the association of real estate agents. Maldan said demand is highest west of Ra'anana, near Ramat Hasharon's tennis center and Herzliya's southern coastline.

Gav-Yam (Bayside Lands Corp) has completed construction of the first building intended for rent in the Ganei Caesar area Industrial park. About \$6 million was invested in the one-story, 4,000 sqm. building. The company plans to rent the building to light industries for \$4.5-\$5.5 per sqm.

Beersheba Icecream has opened three new branches, one in Tel Aviv and two in Ashdod.

By Joel Gordin

"Knock knock."
"Who's there?"
"Day."

"Day who?"
"It's the biggest car company you have never heard of."
The above dialogue is a part of the opening lines of the TV commercial for Daewoo (pronounced "day who") automobiles, currently being shown across small screens throughout the UK.

It's part of the Korean car manufacturers' bid to become known, not only in the UK, but throughout Europe. The ad would be unnecessary in Israel. Although Daewoo only started selling here toward the end of 1993, the Daewoo Racer became the country's second-best selling automobile in 1994.

Its successor, the Super Racer, is holding the number two spot this year (behind the Mitsubishi Lancer and ahead of the Fiat Uno). Yet in spite of zooming sales, Daewoo models still have an adverse image of being strictly for bargain hunters, a poor person's Subaru.

There was a time when this was justified, but Daewoo has come a long way, and is going places fast.

To start at the beginning: Daewoo Motor Co. Ltd is a spin-off of the giant Daewoo conglomerate which originated, in 1967, as a textile manufacturer. After less than 30 years Daewoo is ranked by *Fortune* magazine as one of the 50 biggest companies in the world. It has a finger in everything from shipbuilding to washing machines. The CEO is the self-made billionaire Kim Woo-Chong, whose how-to-get-rich novel, *The Streets are Paved With Gold* is a best-seller throughout the world.

During the late Seventies, Daewoo (in Korean, the name means "great universe") entered into a partnership with General Motors, who needed Korea's (then) cheap labor to produce the Opel Record Royale, among other cars.

In 1986, the company (GM Korea before it became Daewoo



More than just a knock-knock joke, the Daewoo offers Israelis a true five-seater for the price of a European/Japanese mini car.

A GREAT UNIVERSE

Motors) started producing the Pontiac Lemans, with the help of GM, for export to North America. This model, renamed the Racer, became the first Korean-made automobile to be sold here.

It succeeded here first and foremost because it offered Israelis on a budget the opportunity to buy a true five-seater with accessories like power steering and automatic shift for the price of a European/Japanese mini car. It appeared that the low price persuaded many locals to forget any prejudices regarding Korean quality.

Secondly, the local dealer Telcar Ltd, headed by Rami Unger, shrewdly targeted the large number of immigrants from the former Soviet Union who were looking for exactly such a bargain. They did not want to know about torque or revs per minute; they just wanted a big car.

And the Racer wasn't just big. Because it had originally been built by GM, the Racer looked like

an American, rather than a Japanese or European model. Small but noticeable American details, such as the position of the horn at the center of the steering wheel, gave these car-owners the feel of America, which for better or worse still symbolizes the good life to so many.

In any event, the same local mentality which boosted Subarus during the '80s started to work in Telcar's favor. The more Daewoo Racers that Telcar put on the road, the more they sold.

Even the executive boardroom in Seoul was astonished by the Israeli success. The executives now promise that the Racer's success is the start of a beautiful friendship between Telcar and Israel.

"We sold oldish models in Israel to test the water. Now that we know the market, you will get the very best," Daewoo's executive vice-president, Sung-Hak Park, enthused to Israeli journalists last week in Seoul. The company invit-

ed the Israelis to attend Seoul's first-ever motor show to prove the quality of their best products.

Daewoo showed 30 automobile versions including 21 passenger cars. The passenger cars included two super-modern sports cars (the Daewoo No. 1 and the Buhrane) a concept car, an electric car and a condensed natural gas car.

Telcar is already selling the 1.5-liter Super Racer (known as the Nexia in Europe and the Cielo in Korea); the luxurious 1.5- and 1.8-liter Espero, the 2-liter Prince, the Brougham and the 3-liter Super Saloon/Arcadia.

Telcar sales manager Alex Somer confirms he is trying to secure for Israelis the vehicles which impressed me most at the show — the 800 cc mini car called Tico. The tiny engine generates 41 hp at 3,600 rpm.

It's 3.4 m. long, 2.3 m. wide and weighs 1,470 kg. It's many built-in features (which could appeal to students and others who buy mini

cars) include: a rear spoiler, a sun roof, trendy colors inside and out, a roof rack and cheeky, smiling rear lights.

In addition, Telcar is marketing a range of Daewoo electronics, including washing machines and TVs. And it's looking into the possibility of importing Daewoo commercial vehicles, including buses.

Daewoo severed its umbilical cord with GM in 1992. According to the various agreements, Daewoo was not allowed to sell cars under its own name in Europe until the end of last year. Now the deadline has passed, the Korean company is trying to secure its foothold in the UK and other EU countries. Updated versions of all current models are planned as Daewoo braces for head-on-head competition with the Japanese in Europe and maybe even in North America.

Daewoo passed its import test in Israel; now it must prove to Europeans that "Daewoo" means more than a knock-knock joke. ●

CAR-MANIA IN KOREA

were sold as "el cheapos."

However, the Korean automakers have lately thrown off the shackles of their foreign shareholders and are now free to design and produce their own cars. They have been excellent pupils, coming up to what is patronizingly called "Western standards" at the speed of a Pacific typhoon. Some of the results could be seen at the first-ever Seoul Motor Show held recently in the South Korean capital.

As little as five years ago, cars "made in Korea" could justifiably be viewed with suspicion. This had nothing to do with Koreans being inferior workers or being less adept at quality control. The Korean car manufacturers were owned, wholly or partly by Western concerns — Hyundai by Mitsubishi, Daewoo by General Motors, Kia by Mazda and so on.

There was a time when Korean-based factories made dated cars to be off-loaded mainly on third-world markets. Some of the autos filtered through to the West and

to gain entry, from the early morning hours. More than 700,000 visited the seven-day show, cramming the halls to unbearable capacities.

"Car-mania in Korea has reached dangerous levels," stated Chung Duck-Young, executive vice-president of the Korean Automobile Manufacturers' Association (KAMA) which organized the show. This "car-mania" shows the pride the Koreans have in their automotive products, which is reflected in the quality of the manufacturers' end product.

The show was divided roughly into four sections: a big hall showing off cars made by the four domestic automakers (Daewoo,

Hyundai, Kia and Ssangyong); a hall filled with auto accessories; another for Korean-made commercial vehicles; and a smallish tent for foreign-made cars.

The relatively small importance placed on foreign cars is par for the course in Korea. Imports have increased slightly during the past few years, but more than 99 percent of the autos seen on Korean roads are homemade. This can be attributed partly to the taxes on imports, but more to the patriotism of most Koreans regarding their own cars — another reason to expect a competent finish to their products. For the record, Korea is now the world's sixth-largest car producer.

Korean automobile exports jumped 55.6 percent (to 342,286) in the first four months of this year compared to the same period last year. The majority go to Third World countries, but the percentage to western Europe, US and Japan is increasing. Obviously it will be harder for the Koreans to sell in California than in Uzbekistan (one of their best markets).

However, judging from the quality of Korean-made concept cars, sports cars, electric, environment-friendly cars, four-wheel drives and passenger cars on display, the exports can't be too far from the best in the western motor industry. They may be long before the Koreans gain enough confidence to charge Westerners' good old Western prices.

— Joel Gordin

MAY 24, 1995 9

THE CHECK'S IN THE MAIL

In Columbus, Ohio, hundreds of clerks are buried waist deep in boxes of loose papers. Contracts and payment receipts are strewn across the floor. This converted airplane hangar is not a place anyone would want their \$50 telephone bill to be calculated, much less lost.

Yet this is where \$90 billion a year in Defense Department goods and services — from B-2 bombers to commissary toothpaste — is processed and paid out, mostly by hand.

It is Terri Duncan's job, for instance, to track the amount of money electronically transferred from the navy's large weapons accounts to private contractors. So, on the front of a standard-size white envelope she has drawn a little grid with her black ink pen. It has the date on the left side and the amounts on the right: Thursday, \$23 million; Friday, \$10 million; Monday, \$21 million.

She will mail the envelope and the paper receipts inside to a defense office in Arlington, California, which will use her calculations to keep track of how much has been drawn out of the US Treasury to pay navy contractors.

The Defense Finance and Accounting Service Center in Columbus, by far the largest check-writing operation in the country, is the flagship of 250 offices around the country. For years they have been the department's "backwater," according to Pentagon Comptroller John Hamre, who is in the process of a wrenching consolidation and modernization of the payment system.

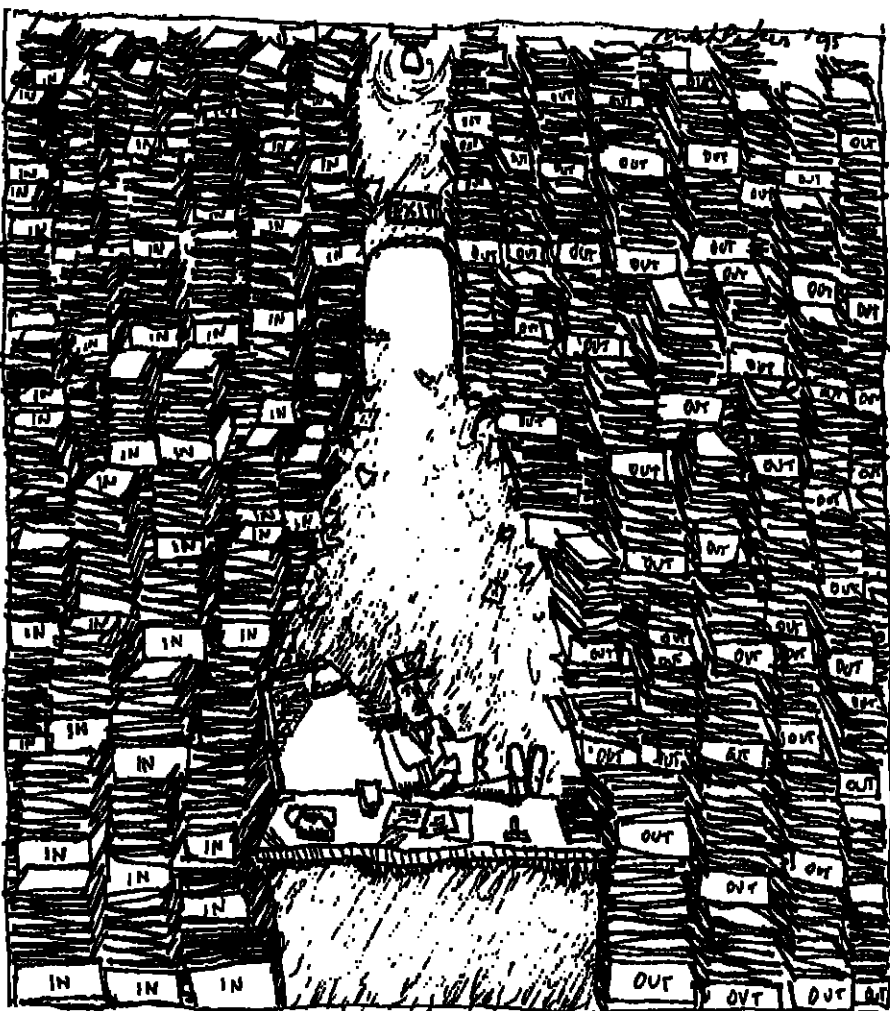
It is the place where the billions of dollars Congress so carefully appropriates for the defense budget each year appear so haphazardly managed.

In the past year, clerks at the Columbus center erroneously paid private contractors anywhere from \$300 million to \$750 million more than it owed them, according to calculations by Pentagon officials and government investigators. The center paid \$3.5 million in interest in the last year to contractors who received their payments late. Payments on nearly 5,000 contracts are being held up because of missing records and severe disagreements between the department and contractors that will take months to untangle.

About 3,600 clerks attempt to keep track of 210,000 invoices a month in Columbus. Most of the 12 different computer systems from which their data come are incapable of storing the lengthy payment history of many

The US's Defense Finance and Accounting Service Center is a mess.

By Dana Priest



contracts, and many defense contractors do not themselves have the equipment to computerize their billing.

Nevertheless, the law requires that invoices be paid within 30 days or the government must pay interest on the debt.

The result is an avalanche of disorganization visible in almost every one of the over-

crowded, hot, stuffy offices at the service center.

"Our mission here is to make sure a bill gets paid," said John Harris, a former casino shift boss from Nevada, amidst towering piles of complex contracts that he checks to make sure changes have been made. "I take as much care with a \$50 contract as with a

\$50 million contract," he said.

THE OVERPAYMENT problem has been particularly difficult to solve and can take years in some cases.

In December 1992, for example, the ITT-Gilfillan company in Van Nuys, Ca., was finishing a navy contract for a shipboard radar system. Its accountants wrote Columbus to say the government owed the company \$3.4 million, according to records.

No, Columbus officials informed ITT-Gilfillan, the navy owed the company \$11.1 million — and here's the check.

For a year ITT-Gilfillan tried to give back the money. But Columbus officials told the company it would rather withhold the overpayment from the company's future payments. The decision violated the department's policy, which requires the government to collect overpayments and put them in "suspense accounts" at the US Treasury until the matter is resolved.

Last month, after inquiries by the GAO and *The Washington Post*, Columbus officials issued a formal letter requesting that the company return \$4.5 million, the new balance owed after subtracting payments made on other contracts during the interim.

Director of the Columbus center Charles Coffee said the problem took so long to solve because some of the contract records were missing. Not asking for the overpayment to be returned "was a bad decision," he said.

Coffee added, however, that once supervisors realized that overpayments returned to them could affect their performance evaluation, they started pleading with contractors not to send money back. "They would say, 'No, no, no, don't send it back,'" he said.

ITT-Gilfillan spokesman Brandon Deloitte said the company "would find it uncomfortable to comment.... We don't want to create a situation that could be misconstrued, or could exacerbate the problem."

The GAO has told Pentagon officials that all the contracts paid from the Columbus center should be reviewed for errors. Because of the lack of checks and balances, "if you post one record that's inaccurate, it cascades through the whole system," said Joe Quicksall, a GAO assistant regional manager who has investigated problems at Columbus. Defense officials say reviewing all records is too great an undertaking and that they will concentrate only on current, active files.

— Washington Post

No JERKS PLEASE

A highly successful Kansas-based business-training seminar company set unusual goals.

By Samuel Fromartz

When Denise Dudley and Jerry Brown formed a business-training seminar company six years ago they set several clear but unconventional goals about how they wanted to work.

Now SkillPath, based in Mission, Kansas, is a star business, with \$60m. in projected sales this year, 180 employees, 100 freelance trainers and 8,000 planned seminars around the US.

It's 38th on *Inc.* magazine's list of the 500 fastest-growing US private companies and is part of a group that met President Clinton last week to discuss what issues are crucial to business owners.

"When we started this business, we walked into a bare 1,500 square foot [140 sqm.] space and wrote our goals out on a chart," Dudley said.

Their goals were to be:

• "Top dogs." This was one of their conventional aims — to be the best in their industry.

• To organize training seminars around the US on every computer software to time-management technology. Dudley and Brown also wanted to complement the seminar with books and tapes to complement the seminar.

• To hire a clinical psychologist by training, develop a seminar faculty. Brown handles the marketing, reflecting his background in those fields.

• To make people would not think of this as a "work" but as a fun activity. "We were moving into our new space and old not to have fun at what we were doing was a mistake," she said, "your vacation should be a vacation."

• To have a "no work" policy. Dudley and Brown wanted to have a "no work" policy. Dudley and Brown wanted to have a "no work" policy.

workforce that liked where they worked, got incentive compensation for a job well done and "Cadillac" health-care benefits. They said this costs more but pays dividends in a

workforce that enjoys working together.

"No Jerks." This is something many people dream about but don't incorporate into their professional lives, largely because it's impossible.

"No matter what we did," Dudley said, "we weren't going to work with jerks anymore. We weren't going to hire them and we weren't going to deal with them, even if they had a skill we needed. No one ever feels threatened here and we do not allow people to be mistreated."

"No Nonsense" — everything has to have a purpose. Dudley said nobody dresses up because clients don't visit the head office. Some consultants said their laid-back dress code would hamper productivity. They found it didn't. It wasn't necessary so they don't do it.

"We don't do lunch either," she added, because they find it's a waste of time. She politely tells her lawyers and bankers they would rather meet at their offices than spend 1½ hours at lunch.

"Class Act." This goal is stated by more companies than those that actually practice it. She said SkillPath was committed to making top-quality products, whatever they were.

While those six goals have guided the business, Dudley is quick to add another factor that has helped them grow: "We've worked our butts off for six years and we've really studied the competition."

The key to their success, however, was establishing a company that mirrored the owners. A business is unlikely to succeed if it counters your values, goals and passions.

"It was just sort of a reflection of our personalities and thank God it worked," she said.

— Renter

Fund's name	unit cost	redemption price	monthly yield (%)	1993 (%)	NIS assets (millions)
FLEXIBLE					
Abit	152.76	149.97	-0.32	-1.53	21.6
Affirm Flexible	119.17	117.42	-0.82	-8.03	7.8
Affirm Flexible	370.11	363.46	-1.73	-8.79	7.6
Analyst Diversified	486.02	474.41	-1.04	-4.57	114.6
Asaf	167.70	165.74	-1.38	-2.81	1.9
AV	11609.23	11532.56	-0.25	-4.87	3.7
Avuka	1437.98	1411.39	-1.35	-7.42	8.6
Bazak Flexible	187.02	185.40	-0.73	-3.06	4.2
Benzia 30 plus	123.33	121.66	-0.77	-5.70	12.1
Benzia Flexible	1995.97	1968.98	-0.92	-1.04	16.7
Bloch Rostein Flexible	105.97	103.78	-0.89	-4.64	4.1
Buron Flexible	65.50	65.00	-0.29	-3.37	1.0
Dovrat-Shrem Flexible	116.87	114.40	-0.37	-0.69	46.2
Evergreen Flexible	77.34	75.77	-1.61	-11.67	5.2
Idit	2925.64	2892.68	-1.07	-1.89	50.0
Ilani Tishar	212.74	211.76	-0.25	-0.82	106.4
Ilani Tishar	170.49	167.31	-0.41	-0.14	38.1
Ilani Flexible	100.12	98.43	-0.88	-1.69	2.0
Ilani Flexible	922.83	905.90	-0.72	-0.05	10.1
Lahak durfat	525.05	515.47	-0.17	-3.42	112.0
Lahak saknai	121.26	119.91	-1.57	-12.38	3.1
Lamashkin	407.24	402.48	-2.31	-3.90	10.2
Lapid	119.73	117.47	-2.30	-8.89	7.8
Mamon	193.67	192.03	-0.84	-2.65	41.7
Mamim Flexible	101.30	99.53	-0.44	-2.34	4.5
Melav	112.34	111.88	-1.20	-2.69	14.1
Melav Flexible	1518.28	1500.90	-0.01	-5.05	5.6
Moked	2378.33	2358.03	-0.94	-2.57	100.7
Nesau Flexible	1755.88	1745.02	-0.97	-3.45	23.0
Neta	177.17	174.88	-3.31	-3.92	4.6
Noga	559.60	551.74	-0.41	-1.08	41.3
Omer Pekan	154.41	151.53	-0.13	-0.26	80.2
Ozar Flexible	67.81	66.63	-0.94	-0.63	7.9
Panther	381.99	378.78	-1.08	-4.75	6.8
Pia hayovel	143.02	141.78	-0.88	-7.73	46.0
Pia kela	603.57	600.57	-0.73	-0.68	46.3
Pisgat 100	199.62	197.84	-0.16	-0.14	100.0
Pisgat Flexible	395.10	387.83	-0.95	-0.97	217.0
Ramco Flexible	130.02	128.30	-1.94	-8.42	11.8
Sar	134.47	132.91	-0.70	-2.14	313.7
Sigma Flexible	76.68	75.85	-1.30	-3.91	20.9
Sivan	142.32	140.35	-1.02	-1.12	30.5
Tamila Flexible	2127.41	2098.84	-0.07	-2.42	14.3
Yad Flexible	73.90	73.19	-0.49	-0.58	2.1
Yosodol	2160.67	2118.90	-0.87	-8.87	73.7
Zeller Avigdon Flex	90.45	89.51	-0.94	-5.09	5.3
SHARES					
Adif	89.12	87.51	-1.47	-12.90	53.2
Affirm shares	179.41	177.04	-4.58	-13.18	21.3
Affirm oil shares	121.35	118.84	-0.99	-26.51	4.6
Affirm real estate	172.44	168.84	-3.60	-14.51	24.7
Affirm shares	243.74	239.32	-2.00	-9.83	8.2
Analyst Aggressive	94.50	92.25	-1.65	-8.07	18.6
Analyst Equity	748.19	730.27	-1.48	-5.55	145.3
Analyst Industries	231.09	226.42	-1.35	-5.59	74.4
Atlas pekan	145.25	143.58	-0.38	-5.10	19.1
Buron	338.44	333.81	-0.25	-3.94	14.8
Buzak shares	51.96	51.23	-0.68	-8.03	2.8
Buzak shares	67.47	66.55	-0.36	-6.19	2.4
Capital shares	75.75	74.36	-1.05	-2.90	8.3
Chemical Pekan	88.67	86.83	-0.32	-5.15	8.1
Dovrat-Shrem caram	72.22	70.70	-1.16	-1.34	15.2
Dovrat-Shrem shares	1486.27	1469.77	-0.85	-7.43	45.4
Emda Canim	61.02	60.29	-0.08	-1.21	32.5
Emda Export	133.16	130.16	-0.73	-0.67	59.2
Emda Mafot	134.34	132.07	-1.28	-0.65	69.3
Emda Midhatim	1347.68	1332.07	-0.03	-2.03	14.7
Emda Paz	149.55	148.44	-1.00	-14.61	34.7
Emda Shelevet	73.51	73.10	-1.13	-2.38	2.6
Emda Shani	61.94	61.10	-0.70	-16.35	5.8
Epilion 36	124.19	122.51	-0.64	-18.10	6.5
Epilion shares	220.79	218.25	-0.49	-7.26	24.7
Ezer	512.18	510.55	-1.35	-12.74	4.0
Ezer	107.20	105.23	-0.54	-1.97	110.8
Evergreen shares	105.13	104.72	-0.15	-5.0	6.0
Gal	77.70	76.65	-0.79	-3.32	16.1
Haron Lavi shares	95.50	93.82	-0.41	-5.94	1.9
Hon pekan	63.46	62.29	-0.43	-8.95	42.8
Ilani Dekol	2026.36	1989.19	-0.76	-1.15	95.6
Ilani Duvedan	1731.83	1721.48	-0.49	-2.38	84.7
Ilani Globe	611.20	599.98	-0.77	-4.85	165.0
Ilani Shesek	128.87	126.52	-1.44	-8.03	126.8
Ilani caram	57.51	56.44	-2.49	-0.14	19.7
Ilani communication	39.90	38.81	-0.84	-7.08	20.8
Ilani finance	126.82	126.30	-0.76	-1.21	51.9
Ilani meof	46.15	45.30	-1.80	-10.93	32.2
Ilani shechakim	45.28	44.21	-4.51	-19.73	0.2
Ilani shechakim	151.30	149.98	-1.02	-3.44	3.3
Ilani shechakim	114.12	112.62	-0.45	-9.78	7.1
Ilani shechakim	88.46	87.71	-1.33	-22.49	27.4
Lahak anaf	203.28	199.55	-0.50	-5.24	41.8
Lahak anaf	591.57	577.49	-0.01	-5.28	80.3
Lahak anaf	93.02	91.31	-0.66	-14.13	99.2
Lahak anaf	67.65	66.41	-1.31	-4.87	46.5
Lahak anaf	47.68	46.81	-4.12	-16.89	15.3
Lahak anaf	284.40	281.21	-0.71	-2.27	180.9
Lahak anaf	540.29	534.74	-0.13	-7.89	92.6
Lahak anaf	63.88	63.24	-0.73	-18.3	18.3
Lahak anaf	123.23	120.96	-0.83	-1.20	134.2
Lahak anaf	190.54	186.82	-0.86	-11.20	26.7
STATE BONDS					
Affirm state	309.99	306.05	+0.12	+1.79	-3.0
Almog	293.55	297.90	+0.80	+0.13	247.1
Analyst Govt Bonds	294.45	290.37	+0.97	+0.01	78.0
Betula state	1726.53	1703.19	+0.97	+2.32	12.1
Dotan	881.67	866.32	+0.92	+2.98	3.1
Ducas	175.60	173.70	+0.98	+2.93	20.7
Emda state	880.61	872.88	+0.66	+1.47	70.1
Epilion state	138.92	137.26	+0.44	+3.12	19.6
Geva	299.86	295.79	+0.57	+0.61	84.9
Hilla	391.19	389.63	+0.45	+3.32	138.5
Hock state	107.70	106.54	+2.11	+0.01	0.9
Ilani Bpoz	829.13	813.95	+1.31	+4.24	56.1
Ilani Tugah	520.72	517.75	+0.65	+2.25	18.1
Ilani Tugah	779.15	764.76	+0.89	+1.14	113.9
Klafi state	352.34	346.08	+0.91	+3.26	20.5
Lahak etroni	422.71	415.04	+0.93	+0.01	84.4
Lahak etroni	148.31	145.60	+1.05	+2.57	84.4
Lahak etroni	480.34	475.07	+1.23	+3.50	113.9
Leshem	1087.95	1075.73	+0.92	+1.62	63.6
Maron	4417.66	4380.11	+0.88	+2.27	50.4
Melav state	3332.26	3302.32	+0.72	+1.56	16.9
Morcozi state	98.65	97.87	+0.73	+2.05	3.2
Mivah	1240.28	1229.80	+0.91	+2.44	56.9
Nesau state	980.65	974.83	+0.45	+2.43	42.2
Ozar state	112.86	110.82	+1.34	+3.43	19.9
Pia shefa	190.03	188.37	+1.42	+3.14	29.8
Pia tushlah	144.85	142.18	+0.76	+1.39	344.2
Pia tuzmid	3348.79	3286.69	+0.78	+1.45	185.8
Pisgat charity	327.67	324.84	+1.18	+2.70	83.0
Pisgat Index	396.66	389.30	+1.09	+3.20	128.0
Pisgat organization	386.51	379.57	+0.67	+3.17	52.0
Sapnot state	109.08	108.72	+0.02	+2.57	12.7
Sella	1020.09	1011.27	+0.83	+	12.7

FOREIGN CURRENCY					
Fund's name	unit cost	redemption price	monthly yield (%)	1993 (%)	NIS assets (millions)
Halamlsh	224.98	222.47	+0.87	+0.95	33.9
Harama	818.50	809.30	-1.92	-2.91	87.5
Haron Lavi	161.19	159.11	+0.18	-2.67	4.4
Heiz	400.38	399.58	+0.98	+6.10	283.6
Ilani Agas	322.29	316.37	+0.18	+2.79	37.2
Ilani Ailon	1561.01	1532.48	+0.99	+2.86	24.8
Ilani Armon	538.05	538.05	+0.98	+1.31	130.0
Ilani Eshel	538.05	538.05	+0.98	+1.31	130.0
Ilani Erog	720.54	716.11	-1.88	-1.71	64.0
Ilani Eren	2878.00	2859.97	+0.39	+0.55	147.7
Ilani Orion	154.58	151.60	+0.32	+1.87	44.1
Ilani Rimon	377.73	377.42	+0.91	+6.99	68.4
Ilani Shabar	166.79	165.62	+0.63	+3.03	26.5
Ilani Shekedi	242.74	238.32	+0.25	+0.88	38.7
Ilani Shekedi	309.97	309.97	+0.25	+0.88	38.7
Ilani Shekedi	145.42	145.42	+0.31	+2.96	3.3
Klafi zmina	117.69	116.62	+1.16	+8.39	22.9
Lahak shaldag	167.83	166.58	-1.69	-3.60	18.9
Lahak yasoor	123.56	122.72	+1.11	+6.12	35.1
Mayany	1002.92	994.66	+0.90	+2.95	48.4
Malkari	218.32	214.28	+1.14	+3.57	51.0
Meimad	322.64	319.98	+1.42	+3.44	26.6
Melav corp conv bonds	100.75	100.75	-0.58	-	0.0
Miran	1422.02	1400.77	+0.90	+1.17	11.1
Mivrah	443.80	440.07	-0.07	-2.27	53.5
Mivrah	409.32	405.90	+0.87	+2.84	41.4
Nesau Corp. Bonds	118.28	117.58	-3.32	-3.93	12.7
Pia pavlih	4706.19	4676.90	+0.99	+1.17	299.9
Pia halifin	335.35	334.47	+0.87	+6.42	60.7
Pia shpir	102.37	101.37	+0.97	+4.28	0.7
Pia ot	257.16	257.16	-0.39	-0.03	192.5
Pia sgula	253.31	248.61	+1.91	+2.09	53.1
Pia shamir	1017.05	998.12	+0.79	-0.63	158.2
Pia tuzia	273.55	268.49	+0.17	+0.30	42.6
Pia yozma	165.72	162.65	+0.59	-0.68	36.5
Pil	205.62	203.16	-0.26	-2.12	6.5
Pisgat sac moment	151.91	151.91	+1.05	+6.43	4.0
Pisgat monthly	700.75	700.75	+0.40	+6.00	30.0
Pisgat solid	390.35	387.96	-0.22	-2.77	294.0
Shkoota	113.06	112.35	+0.92	+6.15	5.7
Simdon bonds	113.22	110.94	-2.84	-4.55	8.4
Tauk	255.43	254.16	+0.51	-1.52	24.2
Tuot Hen	102.63	101.76	+0.30	+1.76	10.0
Yahad	192.81	191.22	+0.56	+1.78	21.0
Zeller conv bonds	95.05	94.27	-0.20	-1.67	3.4
Zlon bonds	1366.73	1356.33	-2.36	-3.68	5.7